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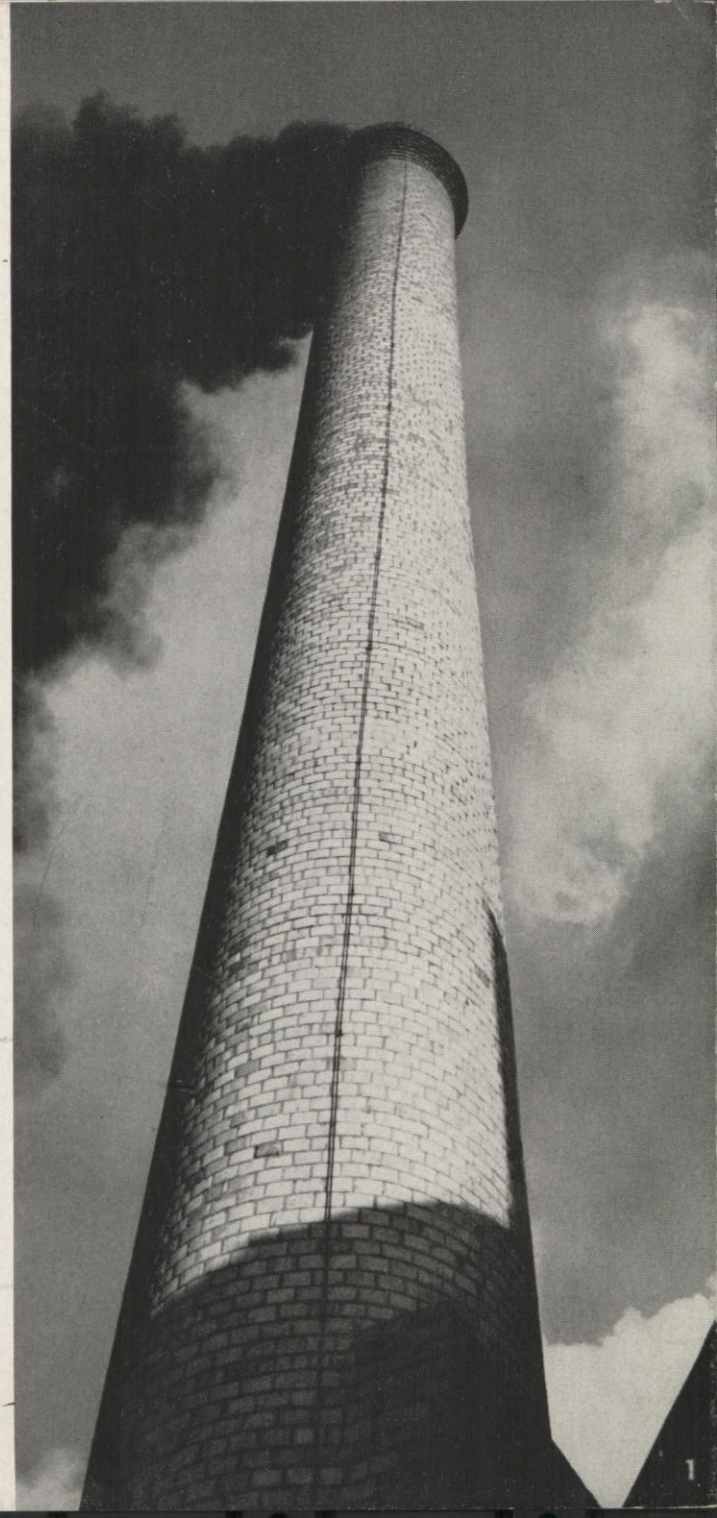
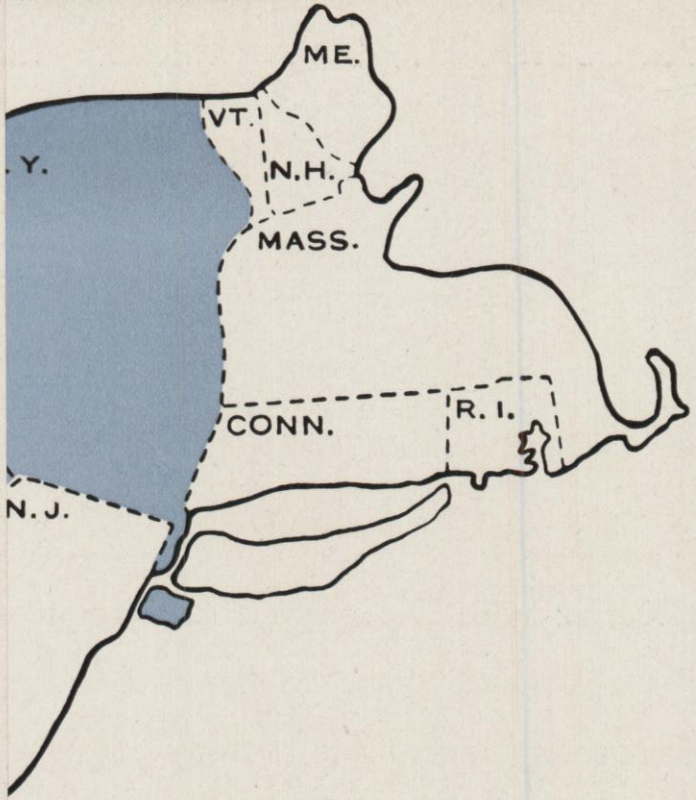
AS A NATION . . . or an industry . . . grows, first attempts at expansion largely are unplanned—haphazard. No set course is followed. Pioneers do their best with the tools available. Soon, though, men begin to study . . . find a better basis; new steps forward are taken with assurance. * * * Today, that assurance characterizes industrial expansion. Plants have ceased to "just grow"; sentiment, accident, environment no longer play leading parts. Plants are being built on carefully selected sites . . . chosen after thorough study of all location elements. * * * In the following pages you will find a vivid outline of the riches of resources, power, labor, markets and transportation available in the "HEART of INDUSTRIAL AMERICA"—the section so well served by the Baltimore & Ohio Railroad.

R. B. WHITE, *President of the B & O*





MAP OF THE

United States

SHOWING THE AREAS OF THE STATES
DRAWN PROPORTIONAL TO THEIR
1940 POPULATIONS

A Lion's Share...

A "LION'S SHARE"—the larger share—of many manufacturing necessities is available to industries located in the territory served by the Baltimore & Ohio Railroad.

VAST NATURAL RESOURCES—Coal, petroleum, gas, clay, salt, brine, limestone, dolomite, glass sand . . . a myriad of nature's riches within easy reach are available in unlimited quantity.

AGRICULTURAL PRODUCTS—Grain, livestock, fruits and vegetables from the farm lands of Ohio, Indiana, Illinois, Pennsylvania, Maryland, and from the other five great States assure the processor a literal "horn of plenty."

UNPARALLELED POWER—Coal is "King" in the area served by B & O. From Pennsylvania, West Virginia, Illinois, Indiana and Ohio comes more than two-thirds of the nation's entire bituminous coal supply . . . coal that is the basis for power in over 75% of America's industries. Here, too, is a wealth of electricity, water, petroleum and gas.

LABOR—47% of the entire nation's labor supply . . . two-thirds of that located in the 33 principal manufacturing centers . . . is located in the States through which the lines of the B & O pass. Specialized industries find able craftsmen, competent engineers and technicians, an abundance of fine unskilled labor.

MARKETS are vast—easy to reach. Per capita purchasing power is well over the average. In this area served by B & O, 52,000,000 Americans—40% of the nation's population—receive annually over 50% of the national income.

The "HEART of INDUSTRIAL AMERICA" truly is blessed with the "LION'S SHARE" of raw materials, power, labor and markets. In this area INDUSTRY has found—will continue to find—plant sites whose economic advantages surpass any other area.

Linking the plants of Industrial America with the markets of the world—ocean-borne traffic-import export. Locust Point, Port of Baltimore.

A Lion's Share of RESOURCES

COAL—More than for heat or power or chemical conversion, COAL is today a chemist's reagent, entering directly into the compounding of many of our synthetics; NYLON is an outstanding example. The day when it will be used as a source of liquid fuels may not be far distant. "BITUMINOUS COAL for EVERY PURPOSE" . . . almost every kind of coal needed in this modern world can be found in the area served by B & O. The supply is sufficient for hundreds of years.

LIMESTONE—Extensive beds of limestone contiguous to B & O lines every year give up countless tons of rock to be used as flux stone in steel making; as building material; as a source of pure lime for a thousand uses.

CLAY—Within territory served by B & O are found vast deposits of many types of clay. Whether for brick, tile, sewer pipe, pottery, or refractory ware, the probabilities are it is found in satisfying abundance in this area. Deposits in Pennsylvania, West Virginia and Ohio yield fireclay widely known as one of the best for refractory purposes. A new horizon opens in the use of high-alumina clay as an ore for reduction to aluminum.

GYPSUM—In New York State, B & O traverses the largest gypsum-producing territory in the United States. This material is valuable for a multitude of purposes, such as ornamental and building stone, agricultural plaster, retarder in Portland Cement, and calcined gypsum.

CRUDE OIL—NATURAL GAS

Crude oil and natural gas in States which B & O serves are available to manufacturers as a source of power and heat, and for processing.

GLASS SAND—SILICA ROCK

Accessible deposits of silica sand containing less than 2% impurity are found in West Virginia, Pennsylvania and Ohio. These finest grades of sand support huge glass and other plants. In other deposits where certain impurities make the sand unfit for glass, the silica rock profitably is used in the manufacture of ferrosilicon, or for refractory, silica brick. The latter type, sometimes called quartzite or ganister rock, is prevalent in B & O territory.

BUILDING STONE—Excellent building stones can be found in all of the States served by B & O. The different types of stone available include limestone, dolomite, sandstone, slate, marble, granite and serpentine.

From the laboratory comes knowledge—the sun that lights the path of industry.

BRINE—For many years, in Ohio and West Virginia, brine has been extensively used as a source of bromine, sodium and calcium compounds. Opportunities to exploit these brine fields abound in both States.

DOLOMITE—High in magnesium content, this first cousin to limestone is found in enormous deposits in States served by B & O. Most important are its uses as heat-resistant material for lining blast furnaces; as an ore of metallic magnesium; and as a source of building stone, and lime. For all practical purposes the deposits can be considered inexhaustible.

FLUORSPAR—While there are no deposits of this material on B & O lines, large quantities close by in southern Illinois constitute a source of tremendous capacity available to industry on this railroad. Fluorspar is used in the steel, hydrofluoric acid, glass and enamel industries.

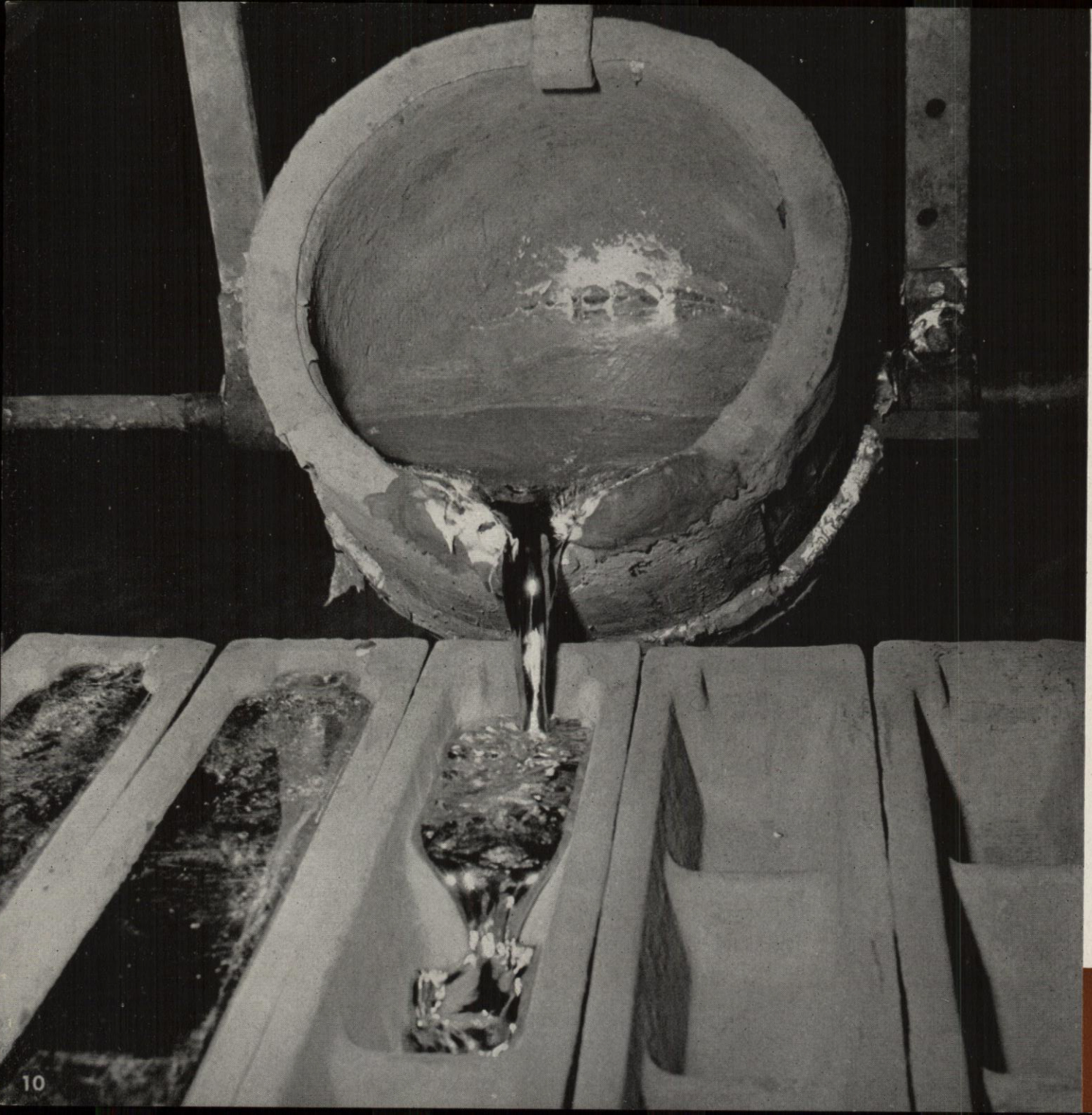
Section of a synthetic ammonia plant, today a producer of strategic materiel.

ROCK SALT—Thousands of square miles of rock salt, deposited by the prehistoric Salina Sea, underlie parts of New York, Pennsylvania, West Virginia and Ohio. Two immense new plants at one point on B & O lines in 1943 began producing artificial brine for caustic soda and chlorine, and other chemicals using these as a base, from a bed of rock salt over 100 feet thick. There are many locations on B & O lines where factual data concerning this salt bed warrant construction of such plants. As a source of CAUSTIC SODA, SODA ASH, CHLORINE, SODIUM, and many OTHER CHEMICAL DERIVATIVES, the supply — certainly a "LION'S SHARE" — is unlimited.

KAOLIN—Deposits of kaolin or white clay, while more infrequent in their distribution, can be found, nevertheless, in Maryland, Pennsylvania and Indiana. This type of clay can be used for the manufacture of chinaware, aluminum sulphate, soap, cleaning agents, and as a filler in smooth-coated paper, rubber and linoleum.

Hot from the furnace, this blanket of FIBERGLAS, for thermal insulation, moves to the packing room.

FIBERGLAS is spun into yarn; from this come tape, cloth. Raw materials for FIBERGLAS abound in B & O territory.

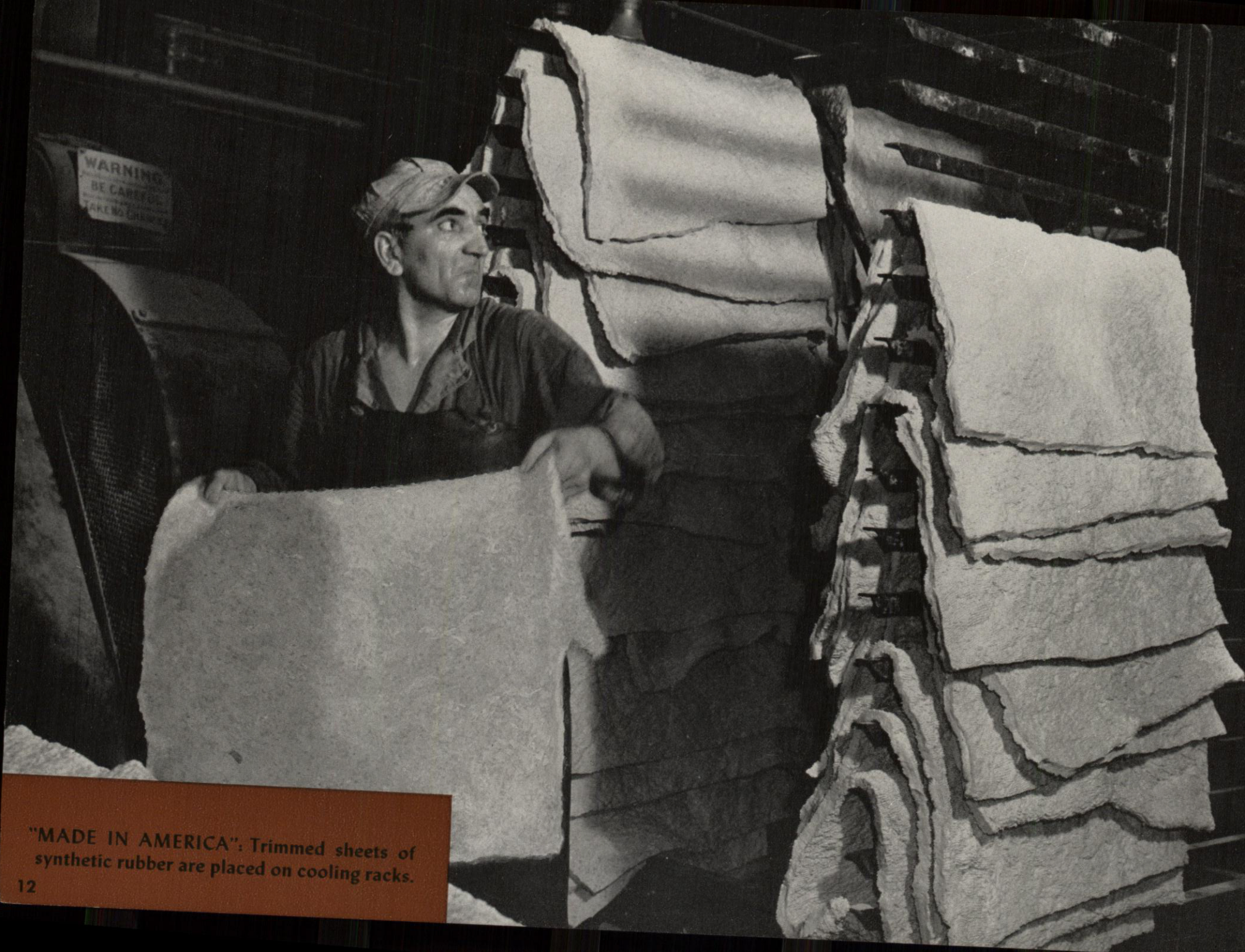


FELDSPAR — Feldspar has been quarried near the B & O in Maryland for many years. It is useful in the manufacture of sanitary ware, enamel, pottery, glass, soap and abrasives.

FOUNDRY SAND—While more or less erratic in distribution, deposits of foundry sand are found along B & O lines in most of the States served, and constitute important sources of this requisite material.

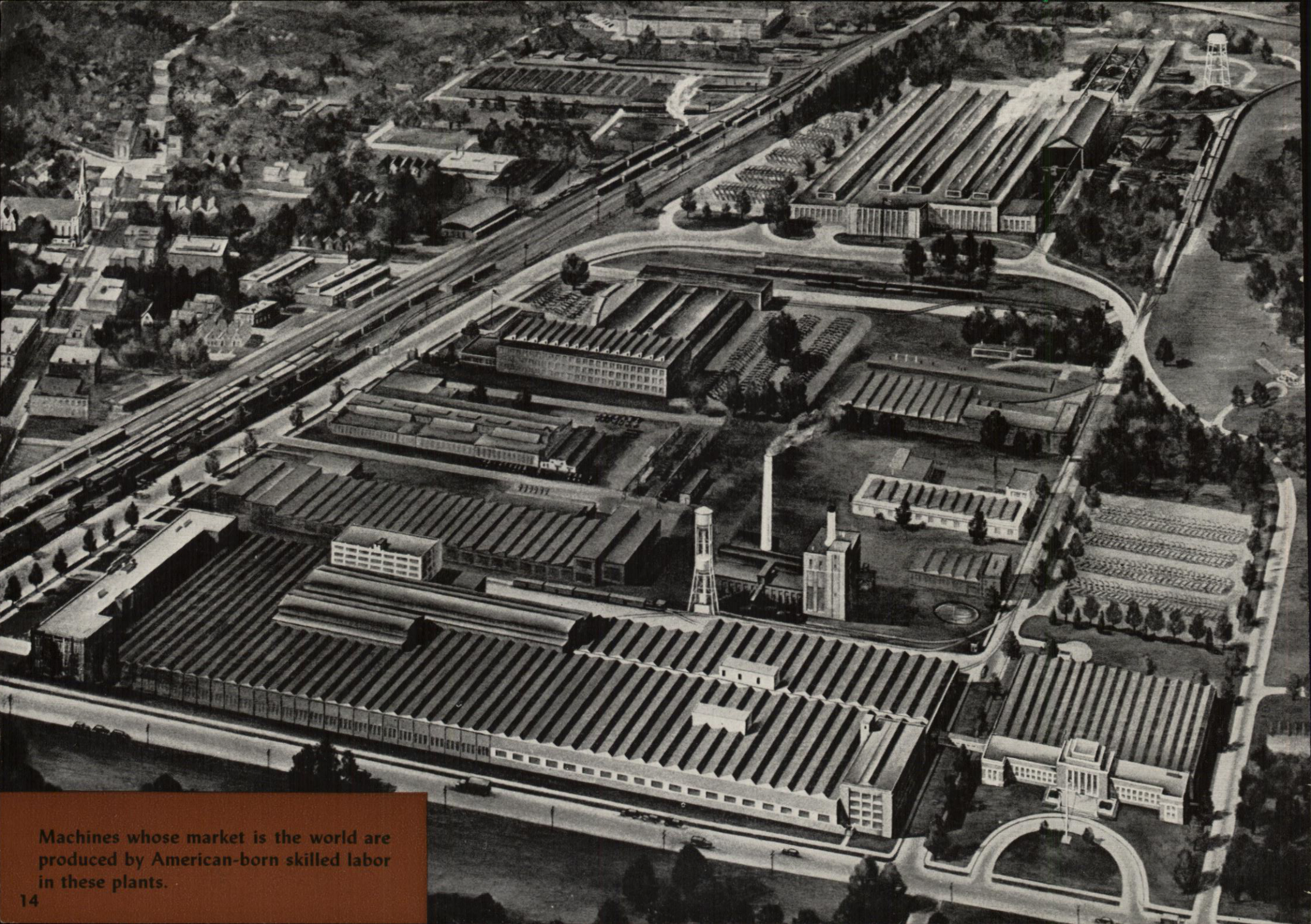
Molten aluminum becomes an ingot. Plants along the B & O reduce the ore to alumina, from which comes today's immense aluminum production.

Rolls of sheet aluminum await final conversion.



"MADE IN AMERICA": Trimmed sheets of synthetic rubber are placed on cooling racks.

Catalytic cracking plant: Genesis of high-octane aviation gasoline.



Machines whose market is the world are produced by American-born skilled labor in these plants.

MANUFACTURING PLANTS

Of the 97,800 plants located in the 33 principal industrial districts of the nation, over two-thirds...65,800 plants...are in the area served by the B & O.

AREA SERVED BY

B & O – 65,800 – 67%

OTHER AREAS – 32,000 – 33%

Every outpost of civilization knows and uses the products produced in these units of one of the nation's most important industries.

A Lion's Share of POWER

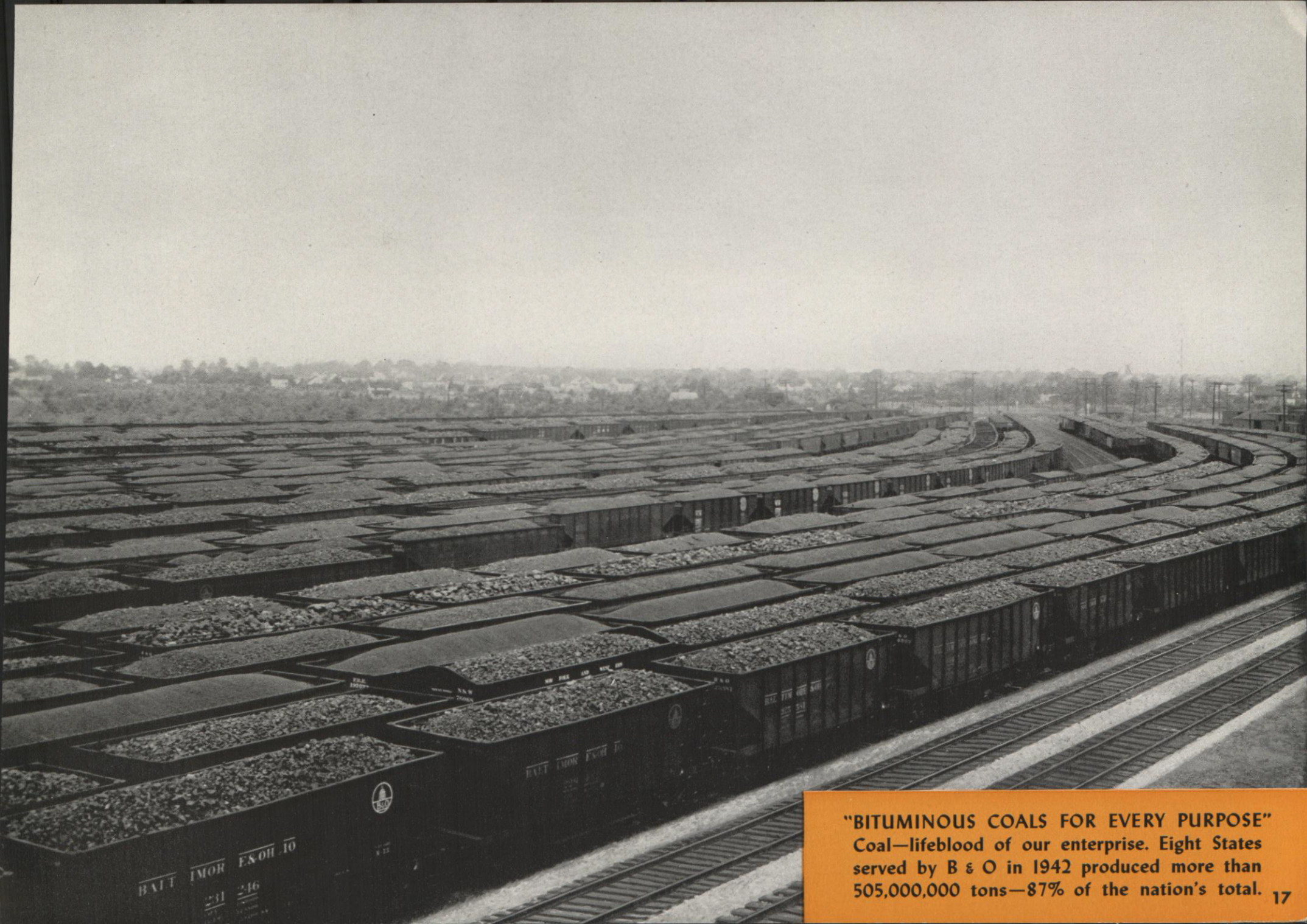
COAL—It is estimated that 75% of all industry depends on coal alone for power. Probably 95% of all manufacturers rely solely or partly on coal to provide power for the operations of Industry.

In Maryland, West Virginia, Pennsylvania, Illinois, Indiana and Ohio, bituminous mines served by B & O and lateral lines in 1942 produced more than 35,700,000 tons of coal . . . in these States and in Virginia and Kentucky all mining operations produced in 1942 more than 505,000,000 tons, 87% of the entire bituminous production of the United States . . . truly a "LION'S SHARE."

The supply yet available for B & O mines can be likened to a bin full of coal out of which only the first shovel has been lifted. The present **known** supply is estimated to be sufficient for hundreds of years, at present rate of use.

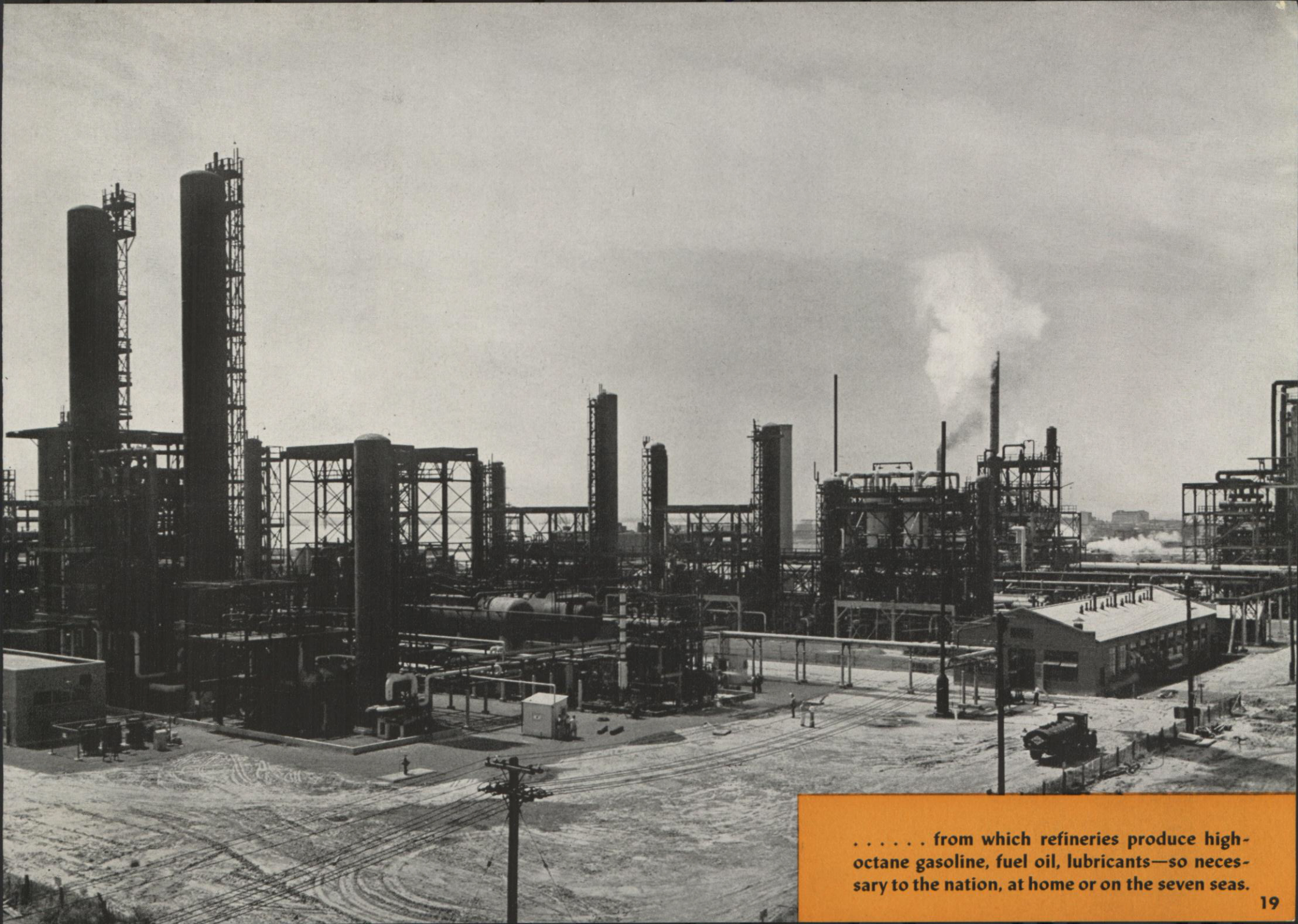
WATER—Countless streams and lakes, plus ground water and subterranean reservoirs, provide sources of soft, fresh water for steam power and the processes of industry. These water reserves are widespread . . . virtually inexhaustible.

NATURAL GAS—West Virginia in this territory is the leader in the production of natural gas, with an annual output of more than 130,000,000,000 cubic feet . . . other States, too . . . Pennsylvania, Ohio, Indiana and Illinois . . . contribute notably to the sum total.



"BITUMINOUS COALS FOR EVERY PURPOSE"
Coal—lifeblood of our enterprise. Eight States served by B & O in 1942 produced more than 505,000,000 tons—87% of the nation's total.

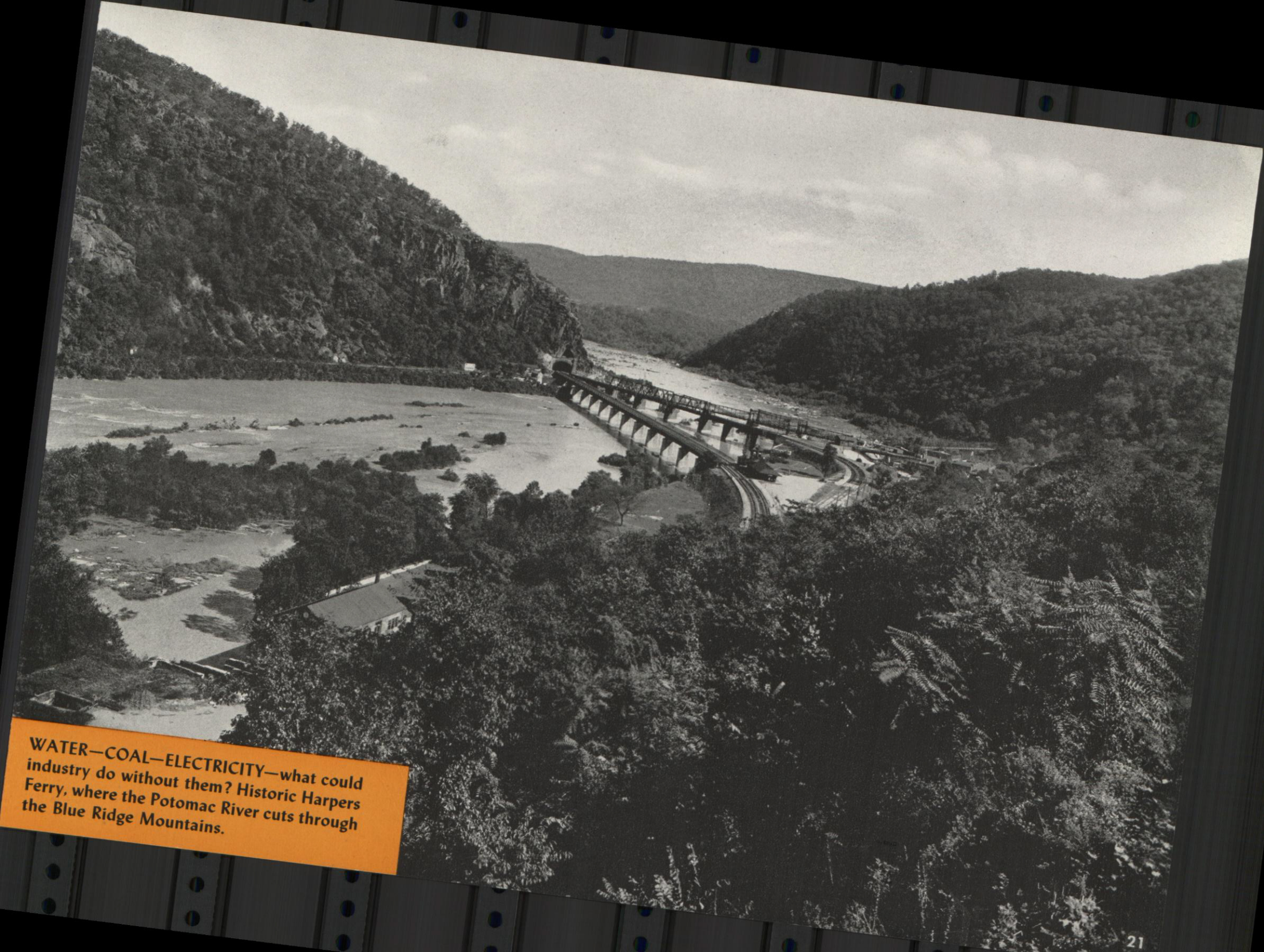
CRUDE OIL—not only from fields served by B & O, but from Oklahoma, Texas, Louisiana, comes this black gold . . .



. . . . . from which refineries produce high-octane gasoline, fuel oil, lubricants—so necessary to the nation, at home or on the seven seas.

ELECTRICITY— The "HEART of INDUSTRIAL AMERICA," served by the 11,000 miles of B & O track, is the most highly electrified section of the United States . . . unlimited electrical energy at reasonable cost attracts Industry to this area.

POWER—the magic wand of industr
Immense power plants at strategic poin
on B & O convert into electric power co
from B & O mines.



WATER—COAL—ELECTRICITY—what could industry do without them? Historic Harpers Ferry, where the Potomac River cuts through the Blue Ridge Mountains.

A Lion's Share of LABOR

52,000,000 people . . . 40% of the nation's entire population . . . reside in this area, so well served by the Baltimore & Ohio.

These people, the nation's greatest labor reservoir, are well trained . . . well educated.

For many years specialized industries in this area have bred special skills. Craftsmen of all trades, now engaged in war work, are learning new methods, new efficiencies that will be available in future years to turn out peace-time products that are better . . . more modern . . . less costly.

You will find clear-eyed, keen-minded native-born sons and daughters, men and women who know the spirit of hard work . . . more than that, these are educated for today's tasks. They are ambitious to move ahead with industry . . . they are looking for opportunities to prove their talents . . .

. . . Thousands of endowed colleges, State universities and modern high schools throughout these States yearly graduate highly trained young men and women . . . people capable of management, development . . . people who possess technical skills . . . people who can guide business in the new channels of a Post-War World.

LABOR . . . the right kind of labor . . . probably is the biggest single asset to any industry. Supply must be ample; proper skills must be present. In the "Heart of Industrial America" will be found the "LION'S SHARE" of America's most efficient labor.

EMPLOYEE CONCENTRATION

In the 33 principal manufacturing districts of the U. S., nearly two-thirds of all men and women gainfully employed are found in the territory served by B & O.

AREA SERVED BY

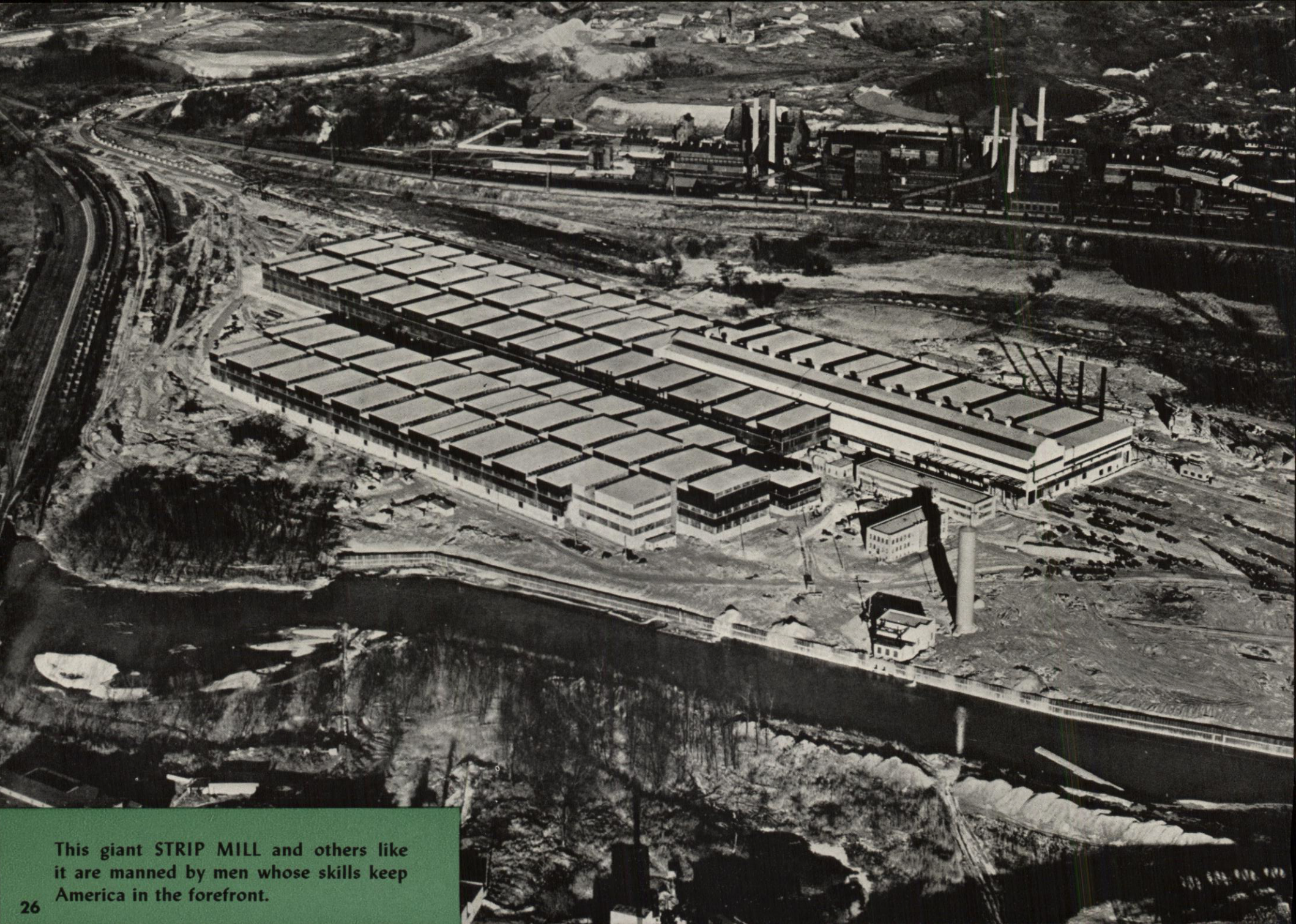
B & O—3,125,500—63%

OTHER AREAS—1,821,500—37%

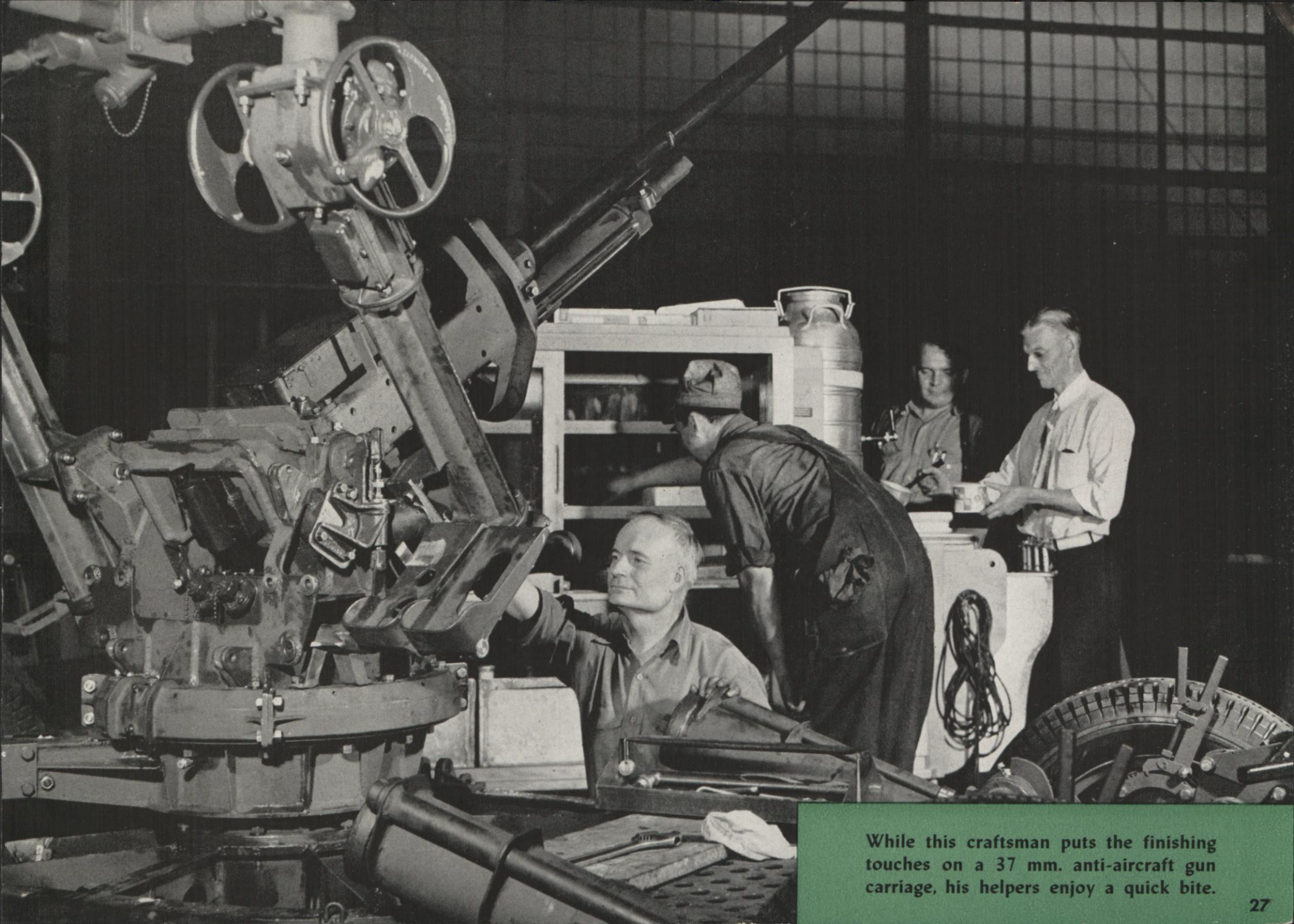
These trained men and women—3,125,500 of them—in the "Heart of Industrial America."

The primer hole of every anti-aircraft cartridge case made by a midwest plant is carefully inspected to insure that the case is ready for loading and for use against enemy planes.

A FLYING FORTRESS and its crew depend on this inspector's careful checking.



This giant STRIP MILL and others like it are manned by men whose skills keep America in the forefront.



While this craftsman puts the finishing touches on a 37 mm. anti-aircraft gun carriage, his helpers enjoy a quick bite.

A Lion's Share of MARKETS

CONSUMER MARKETS—Lucrative markets for consumer products depend on a vast number of potential buyers with the purchasing power to acquire goods.

In continental United States — 1940 census — live 131,669,275 people. In the 25 principal cities of the nation live 26,745,532. Of these cities, B & O serves directly 14, with population of 20,357,358 . . . more than 76% . . . these cities are growing, too; 40% to 468% increase in the last four decades . . .

. . . of the 33 principal industrial districts in the nation, B & O serves 16 . . . in 1939 workers in factories and offices in these 33 districts were paid a total of nearly $7,197,000,000; the 16 districts served directly by B & O got about $4,600,000,000 of this . . . roughly 64%.

These vivid examples show the fertility of this compact, easy-to-reach market. For in this section of the United States live 40% of our people . . . whose income represents 50% of the nation's buying power.

INDUSTRIAL MARKETS — The latest Census of Manufactures shows that 97,800 industries are found in the 33 principal manufacturing districts of the United States. Two-thirds of these manufacturers and processors are located in the "Heart of Industrial America" — the territory served by B & O. This two-thirds produces the "Lion's Share" of commodities . . . over $22,000,000,000 worth of goods annually . . . certainly one of America's most profitable industrial markets.

VALUE OF COMMODITIES

$33,500,000,000 worth of commodities were produced by 97,800 plants in the 33 principal industrial districts in 1939. Two-thirds — $22,086,000,000 — came from plants in the area served by B & O.

AREA SERVED BY

B&O — $22,086,000,000 — 66%

OTHER AREAS — $11,441,000,000 — 34%

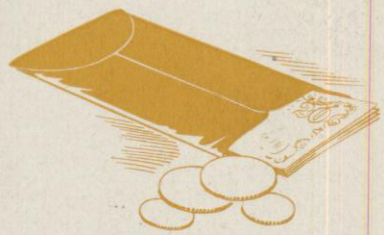
First the "idea"—translated on the draftsman's table.

EMPLOYEE EARNINGS

Of $7,196,900,000 earned in the 33 principal industrial areas in 1939, the men and women employed in the area served by the B & O received $4,599,500,000 — nearly two-thirds of the total.

AREA SERVED BY

B & O — $4,599,500,000 — 64%



OTHER AREAS — $2,597,400,000 — 36%

From this plant . . . and others like it . . . stems the greatness which is America . . . in WAR or PEACE.

Modern daylight plants on suitable sites keep production costs at a minimum.

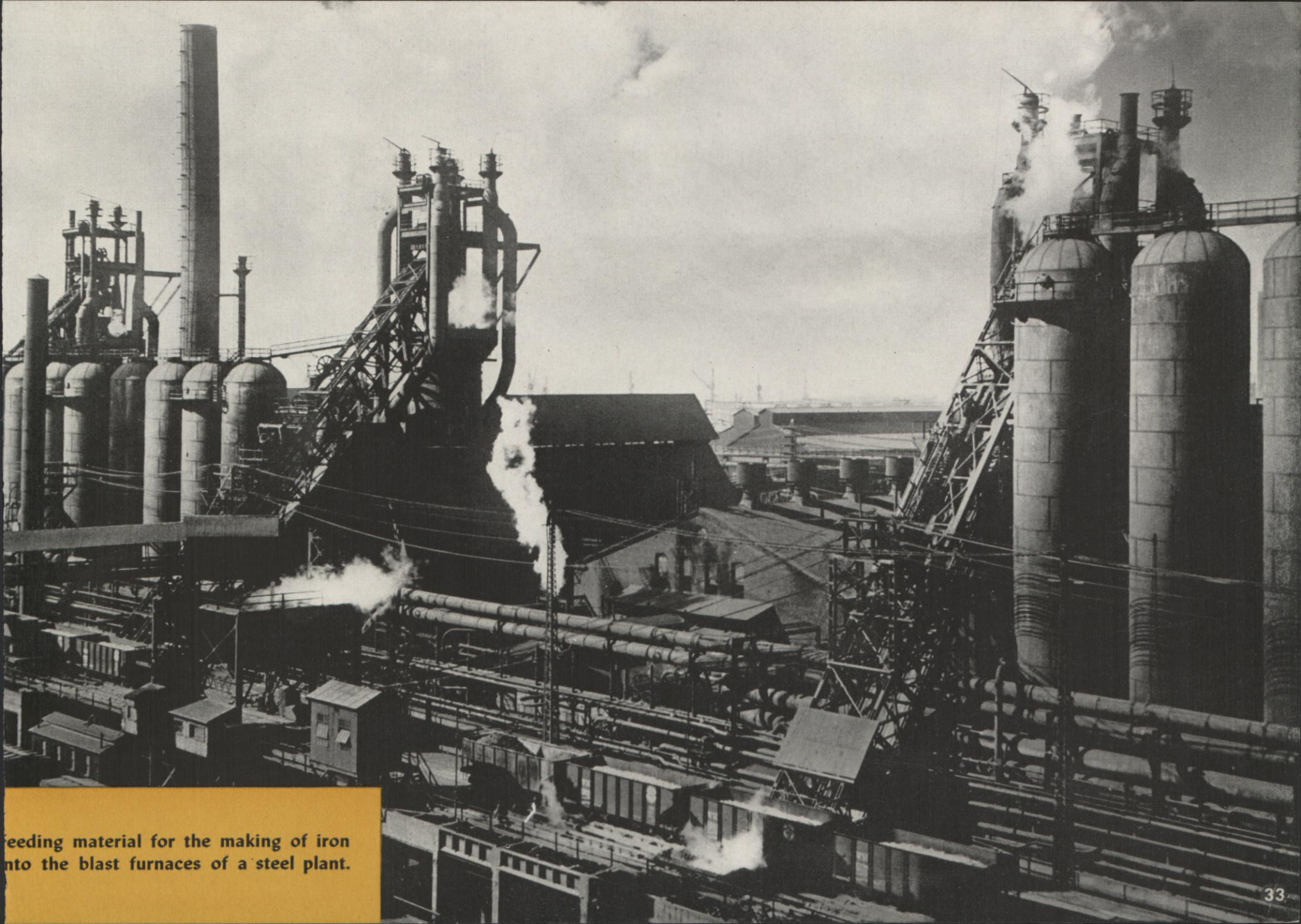
PURCHASING POWER

Counting ALL . . . workers and others . . . 40% of the nation's population lives in the area served by B & O. And this 40% receives over 50% of all salaries and wages paid throughout the nation.

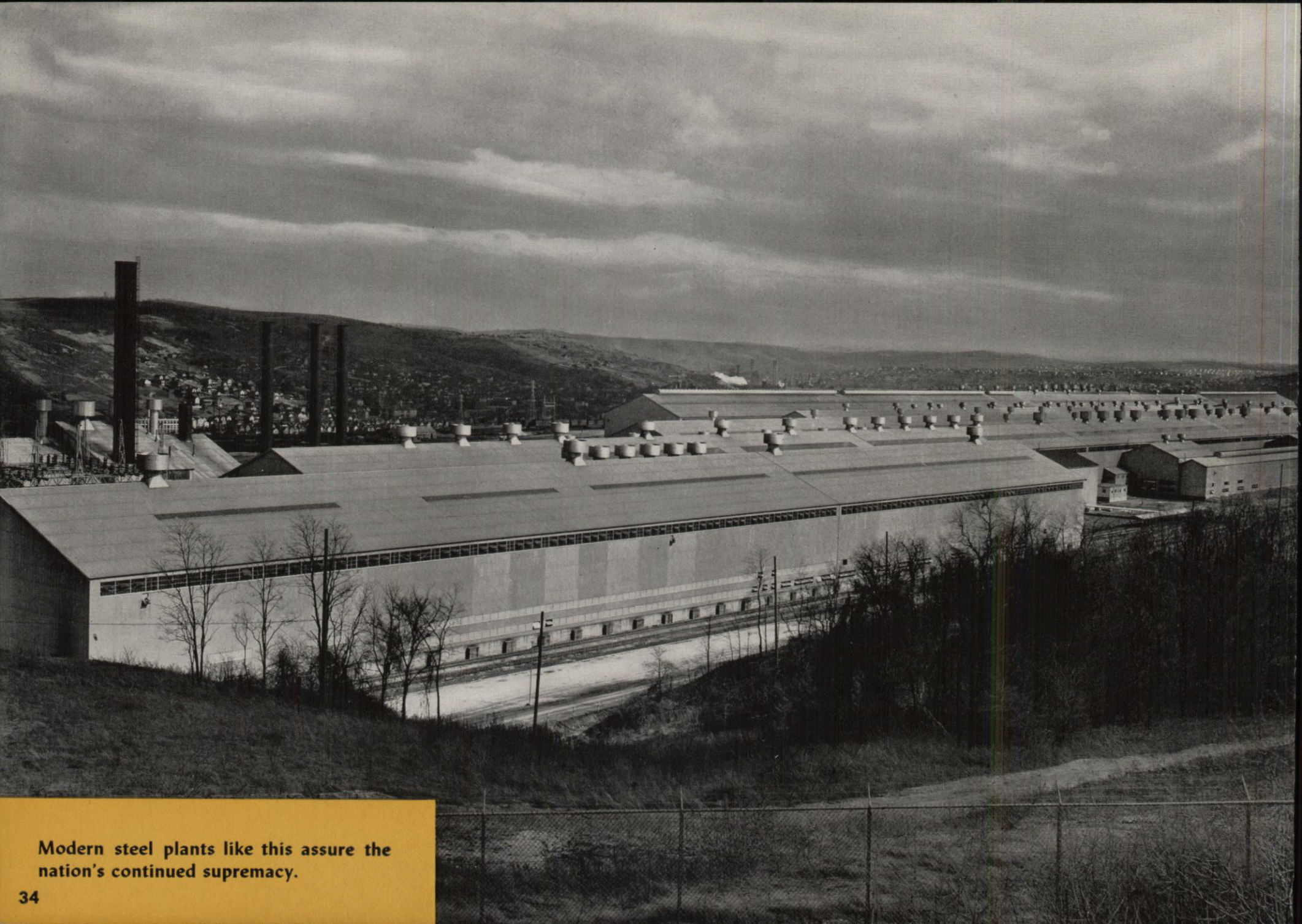
AREA SERVED BY B & O CONTAINS 40% OF NATION'S POPULATION

THIS 40% RECEIVES OVER 50% OF ALL SALARIES AND WAGES

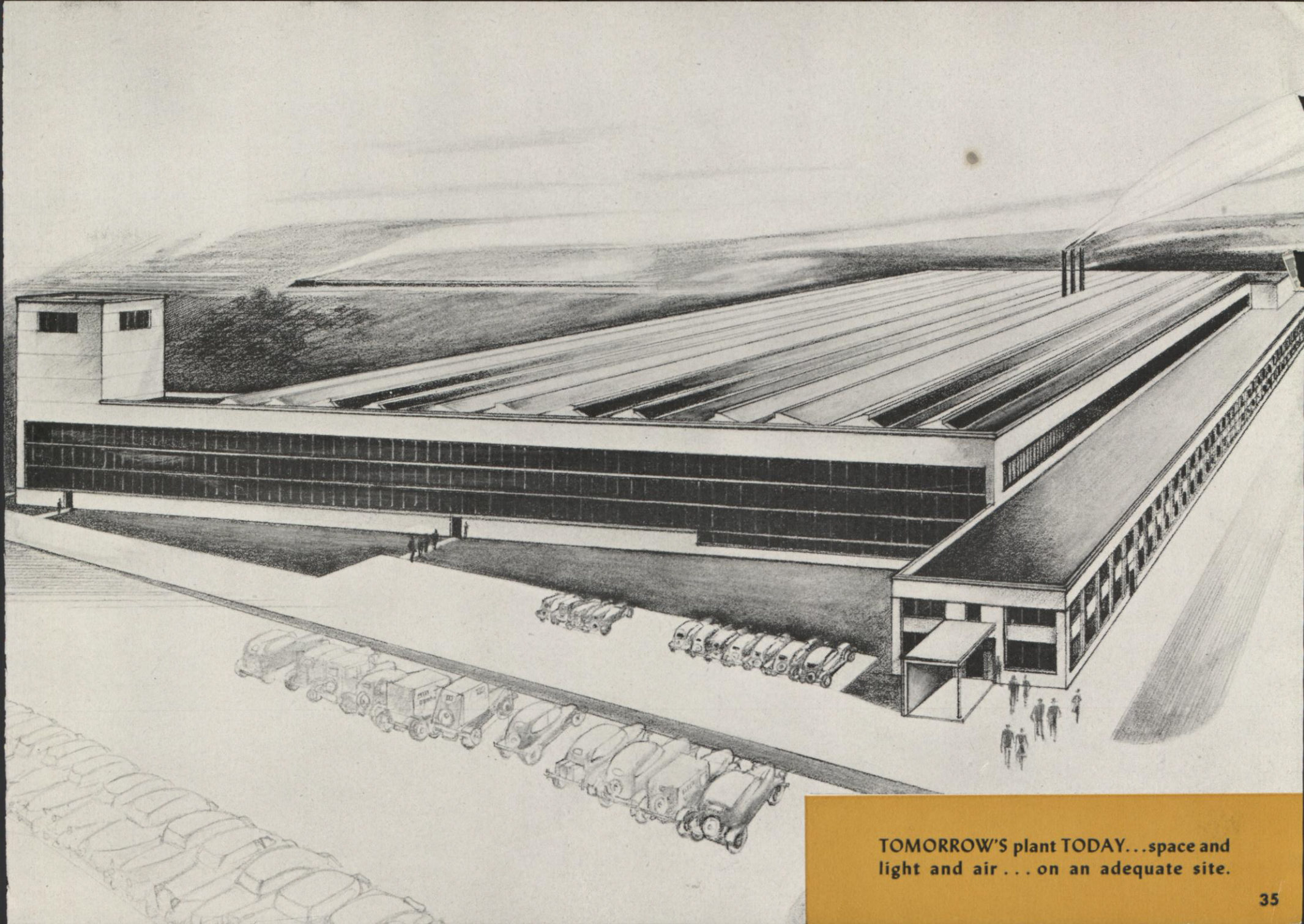
More than a hundred years ago—when B & O, too, was young—this giant plant began its growth.



eeding material for the making of iron
nto the blast furnaces of a steel plant.

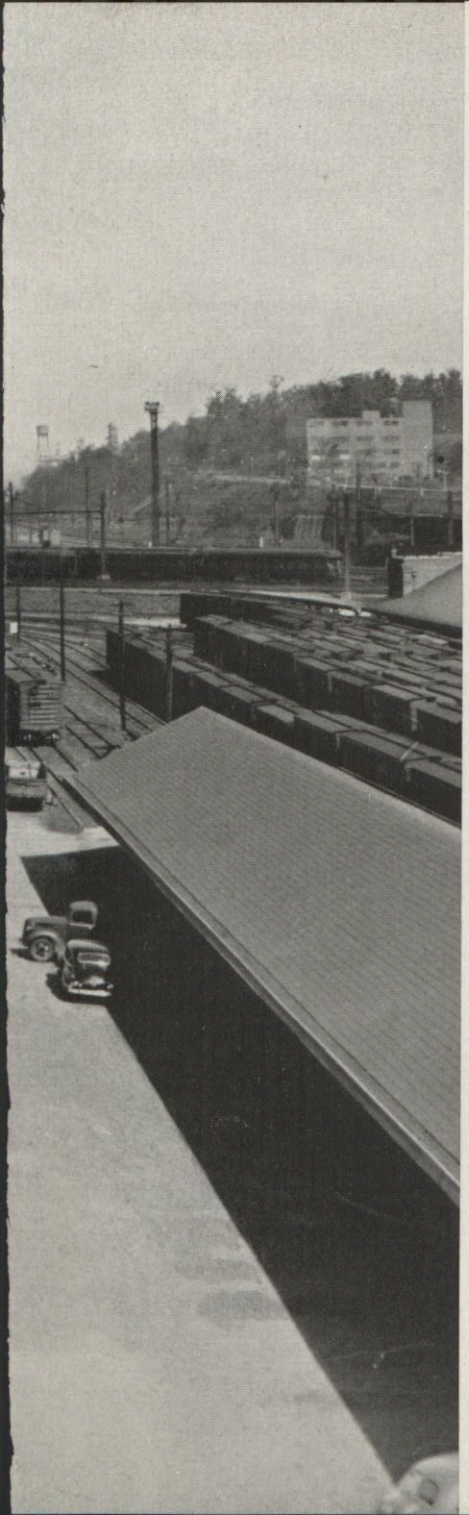


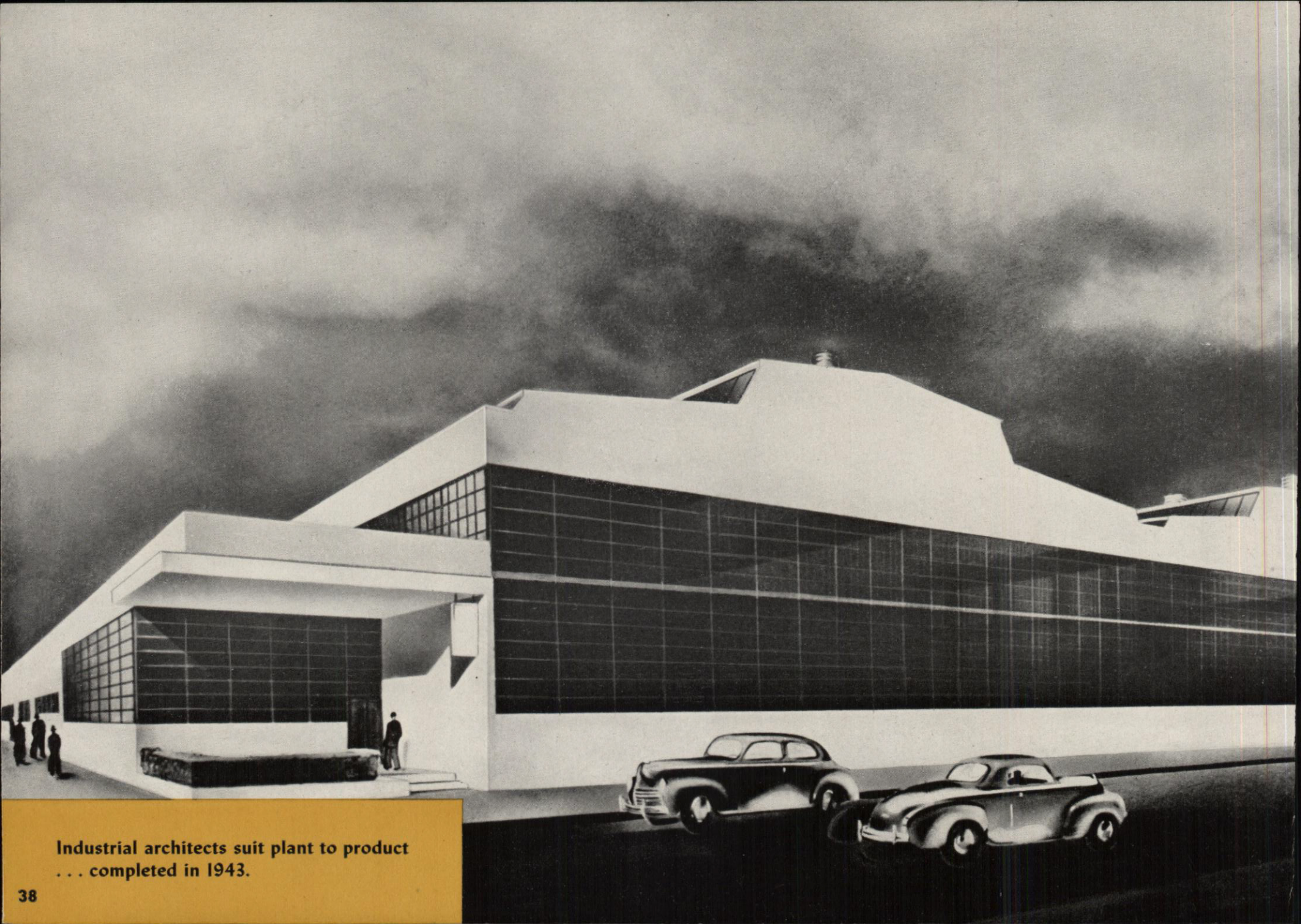
Modern steel plants like this assure the nation's continued supremacy.



TOMORROW'S plant TODAY... space and light and air . . . on an adequate site.

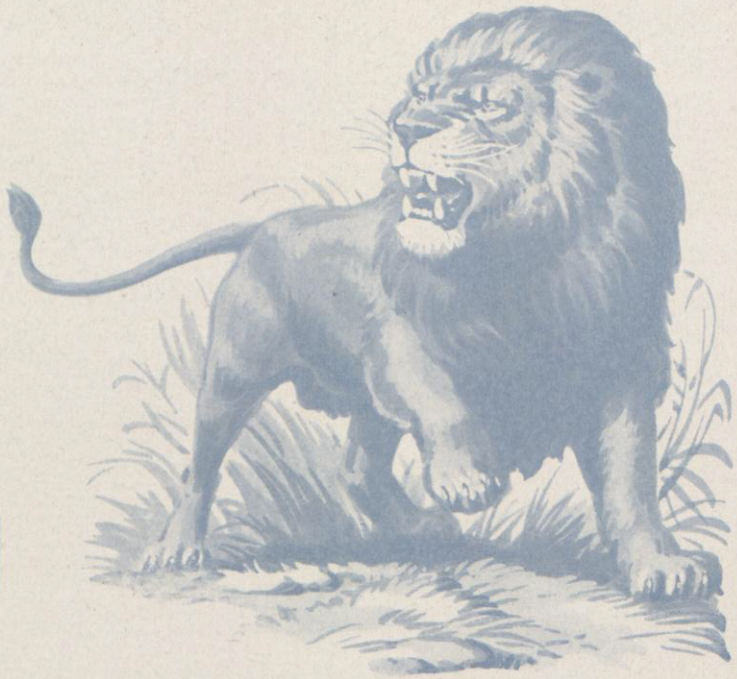
MODERN AS TODAY'S demands . . . facilities suc
as this, from which is filled the market-basket o
the NATION'S CAPITAL.





Industrial architects suit plant to product
. . . completed in 1943.

A Lion's Share of TRANSPORTATION



Transportation is industry's vital link with sources of raw materials — with coal for power. It is the errand boy that takes to market each year hundreds of thousands of tons of goods.

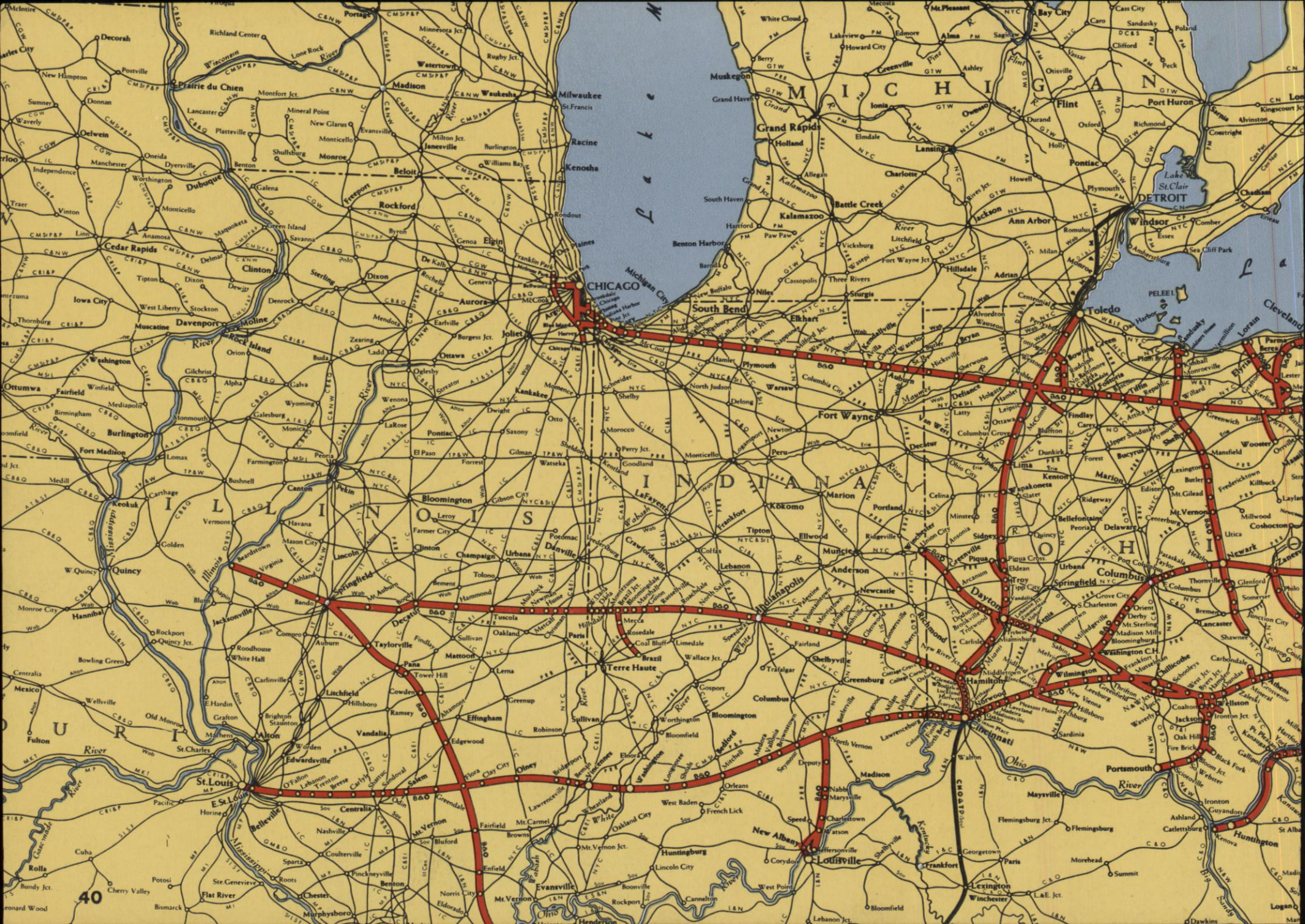
To the cost of raw materials at source must be added transportation charges; to goods sold, the cost of hauling them to market. So, in the selection of industrial sites, adequate transportation, especially rail service, must be a prime factor of consideration.

The Baltimore & Ohio Railroad is located strategically in relation to the "LION'S SHARE" of raw materials, power, labor and markets. Modern steam and Diesel-electric locomotives speed raw materials to your plant from an area extending from the Atlantic Seaboard on the east to the Mississippi River on the west; from the ports of the Great Lakes on the north to the Ohio and Potomac Rivers on the south; and through other great railroads of the country, link the "Heart of Industrial America" with all the nation. Since the area served by B & O constitutes the nation's greatest, most compact market, the finished products are delivered to the most productive markets in a matter of hours.

Baltimore & Ohio service is known for its safety and dependability and courtesy. Shipments are handled speedily . . . goods get rolling sooner. En route, the finest modern railroad equipment is in your service.

And, if an industry along the 11,000 miles of B & O tracks is economically located, the cost of rail service to markets . . . the cost of transporting raw materials to the plant . . . is cut to a minimum.

In rail service the Baltimore & Ohio offers a "Lion's Share" to the manufacturer . . . with dependability, speed and safety.


CHICAGO
DETROIT
Lake Michigan
Lake St. Clair
MICHIGAN
INDIANA
ILLINOIS
OHIO
Milwaukee
Madison
Prairie du Chien
Dubuque
Cedar Rapids
Davenport
Rock Island
Moline
Peoria
Springfield
Quincy
Burlington
Fort Madison
Keokuk
St. Louis
Alton
Edwardsville
Belleville
Centralia
Effingham
Mattoon
Champaign
Urbana
Danville
Bloomington
Joliet
Aurora
Elgin
Rockford
Beloit
Janesville
Racine
Kenosha
Waukesha
Watertown
Portage
Wisconsin River
Mississippi River
Illinois River
Missouri River
Ohio River
Grand Rapids
Kalamazoo
Battle Creek
Lansing
Flint
Saginaw
Bay City
Muskegon
Benton Harbor
South Bend
Gary
Michigan City
Fort Wayne
Indianapolis
Terre Haute
Evansville
New Albany
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Paducah
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Rolla
Cuba
Potosi
Cherry Valley
Bismarck
Flat River
Ste. Genevieve
Chester
Murphysboro
Benton
Norris City
Eldorado
Harrisburg
Carbondale
Centralia
Mexico
Fulton
Old Monroe
Wellsville
Hardin
Grafton
Brighton
Staunton
Carlinville
Litchfield
Hillsboro
Ramsey
Vandalia
Edgewood
Worden
St. Charles
Machens
Pana
Tower Hill
Cowden
Shelbyville
Greensburg
Columbus
Bloomington
Worthington
Sullivan
Robinson
Greenup
Lerna
Tuscola
Oakland
Mattoon
Sullivan
Findlay
Auburn
Taylorville
Roodhouse
White Hall
Jacksonville
Rockport
Quincy Jct.
Bowling Green
Hannibal
Monroe City
Quincy
Golden
Vermont
Havana
Mason City
Lincoln
Virginia
Beardstown
Pekin
Canton
Bushnell
Farmington
Lomax
Carthage
Medill
Fort Madison
Burlington
Ottumwa
Fairfield
Winfield
Mediapolis
Birmingham
Monmouth
Galesburg
Monmouth
Monicello
Wyoming
Galva
Alpha
Gilchrist
Muscatine
Davenport
Iowa City
West Liberty
Stockton
Tipton
Dixon
Dewitt
Clinton
Cedar Rapids
Anamosa
Monticello
Traer
Vinton
Independence
Manchester
Oelwein
Waverly
Sumner
Donnan
New Hampton
Postville
Decorah
Prairie du Chien
Richland Center
Lone Rock
Minnesota Jct.
Portage
Watertown
Madison
Milwaukee
Waukesha
Mineral Point
New Glarus
Monticello
Evansville
Shullsburg
Monroe
Janesville
Milton Jct.
Burlington
Williams Bay
Kenosha
Racine
Beloit
Rockford
Freeport
Dubuque
Galena
Platteville
Benton
Lancaster
Montfort Jct.
Oneida
Dyersville
Worthington
Independence
Manchester
Oelwein
Waverly
Sumner
Donnan
New Hampton
Postville
Decorah
Richland Center
Lone Rock
Minnesota Jct.
Portage
Watertown
Madison
Milwaukee
Waukesha
Mineral Point
New Glarus
Monticello
Evansville
Shullsburg
Monroe
Janesville
Milton Jct.
Burlington
Williams Bay
Kenosha
Racine
Beloit
Rockford
Freeport
Dubuque
Galena
Platteville
Benton
Lancaster
Montfort Jct.
Oneida
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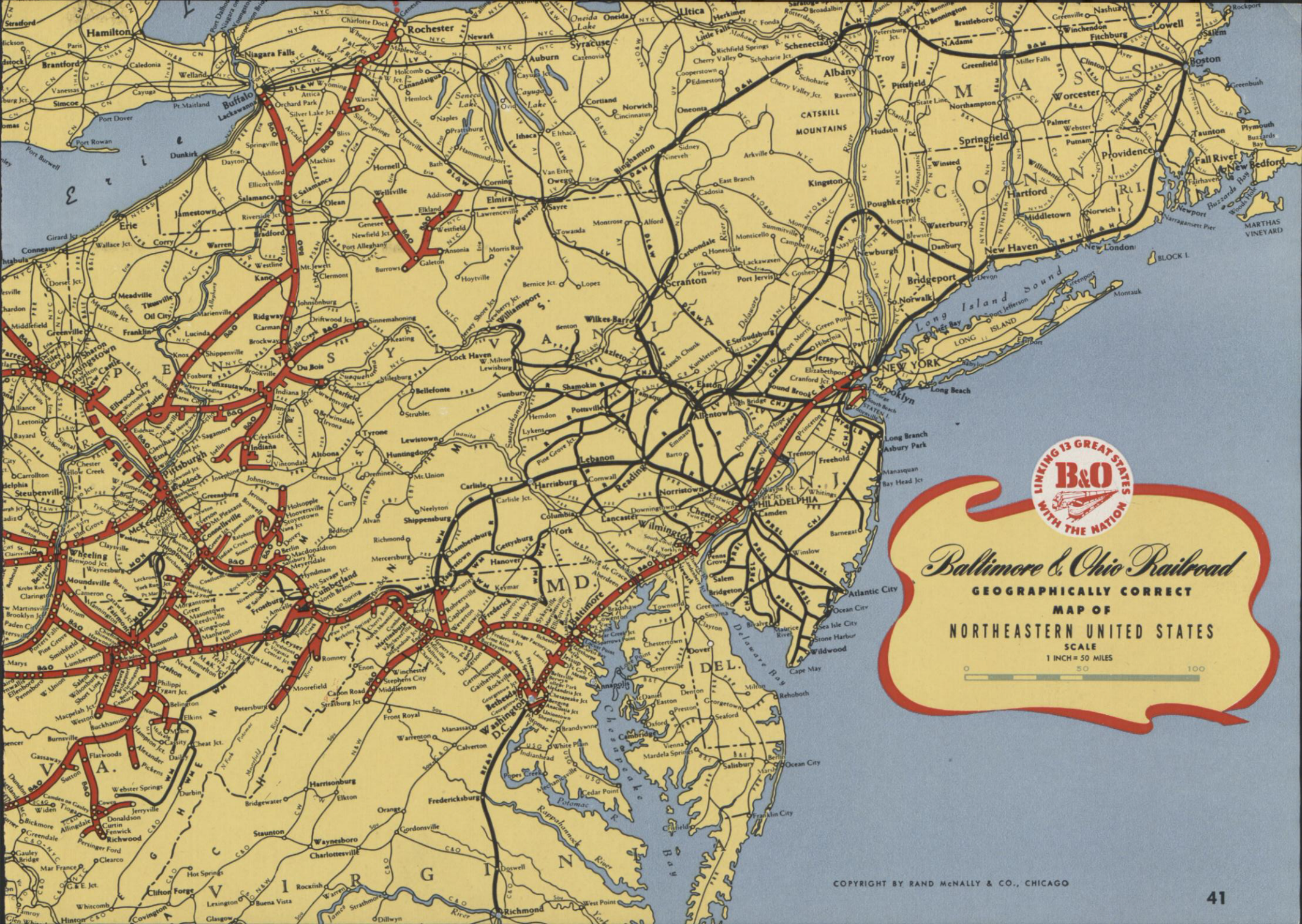
Waverly
Sumner
Donnan
New Hampton
Postville
Decorah
Prairie du Chien


LINKING 13 GREAT STATES WITH THE NATION
B&O
Baltimore & Ohio Railroad
GEOGRAPHICALLY CORRECT
MAP OF
NORTHEASTERN UNITED STATES
SCALE
1 INCH = 50 MILES
0
50
100
COPYRIGHT BY RAND McNALLY & CO., CHICAGO
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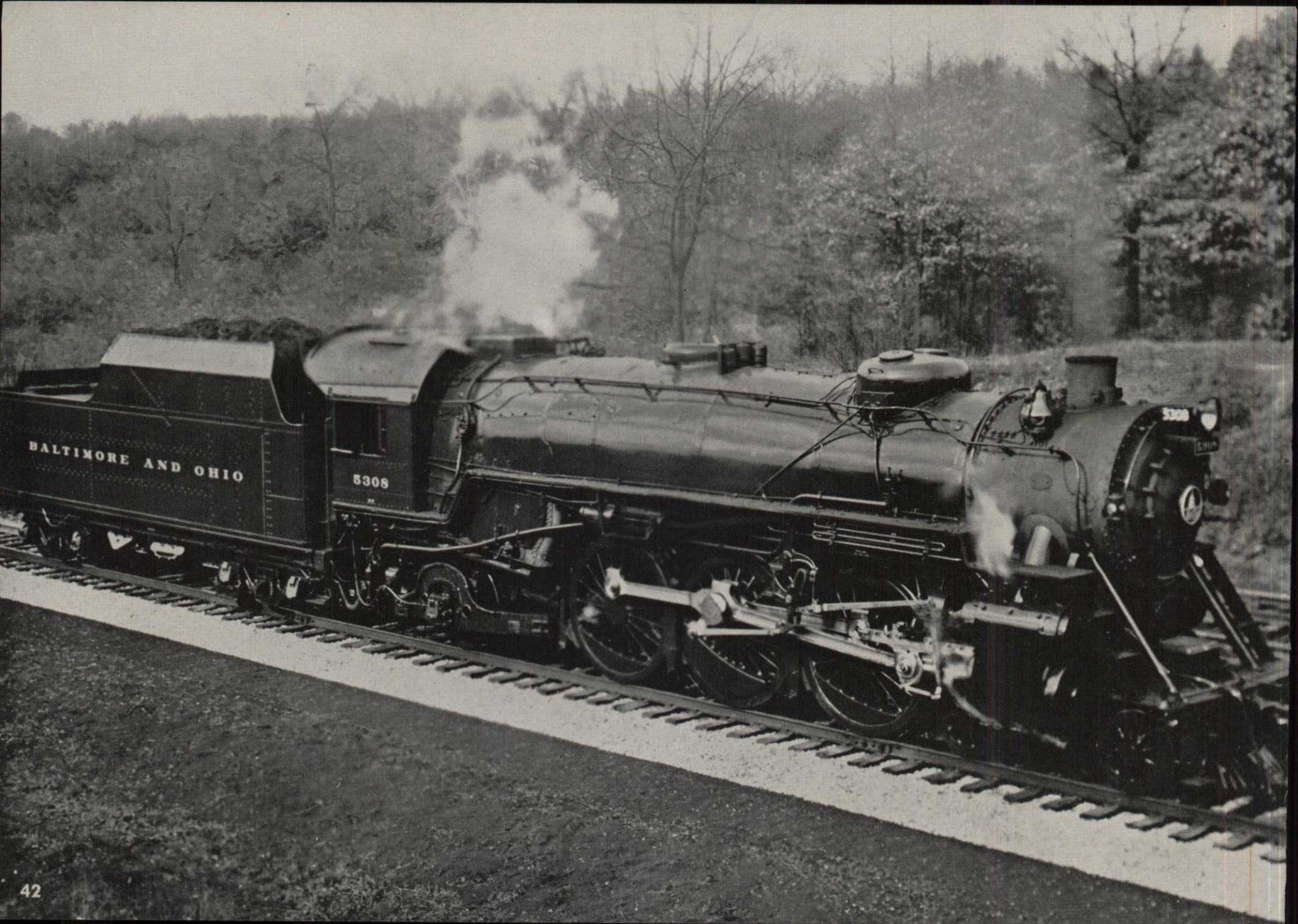
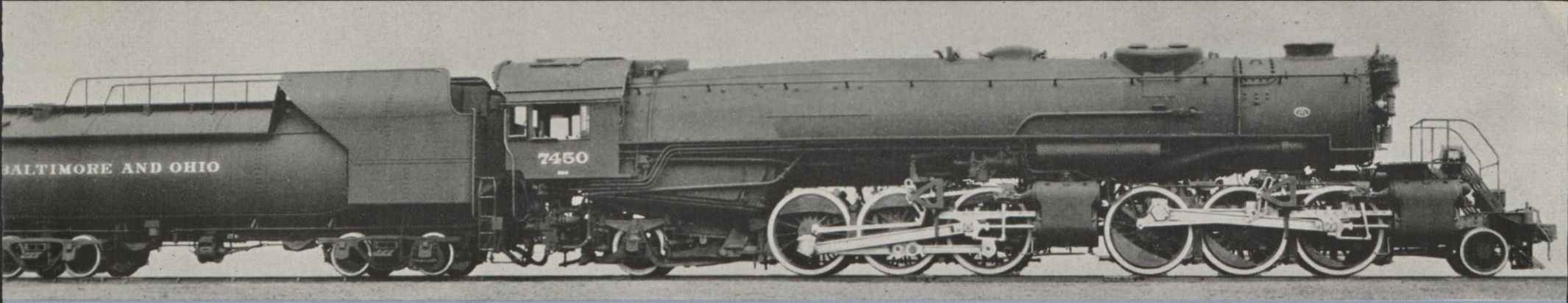
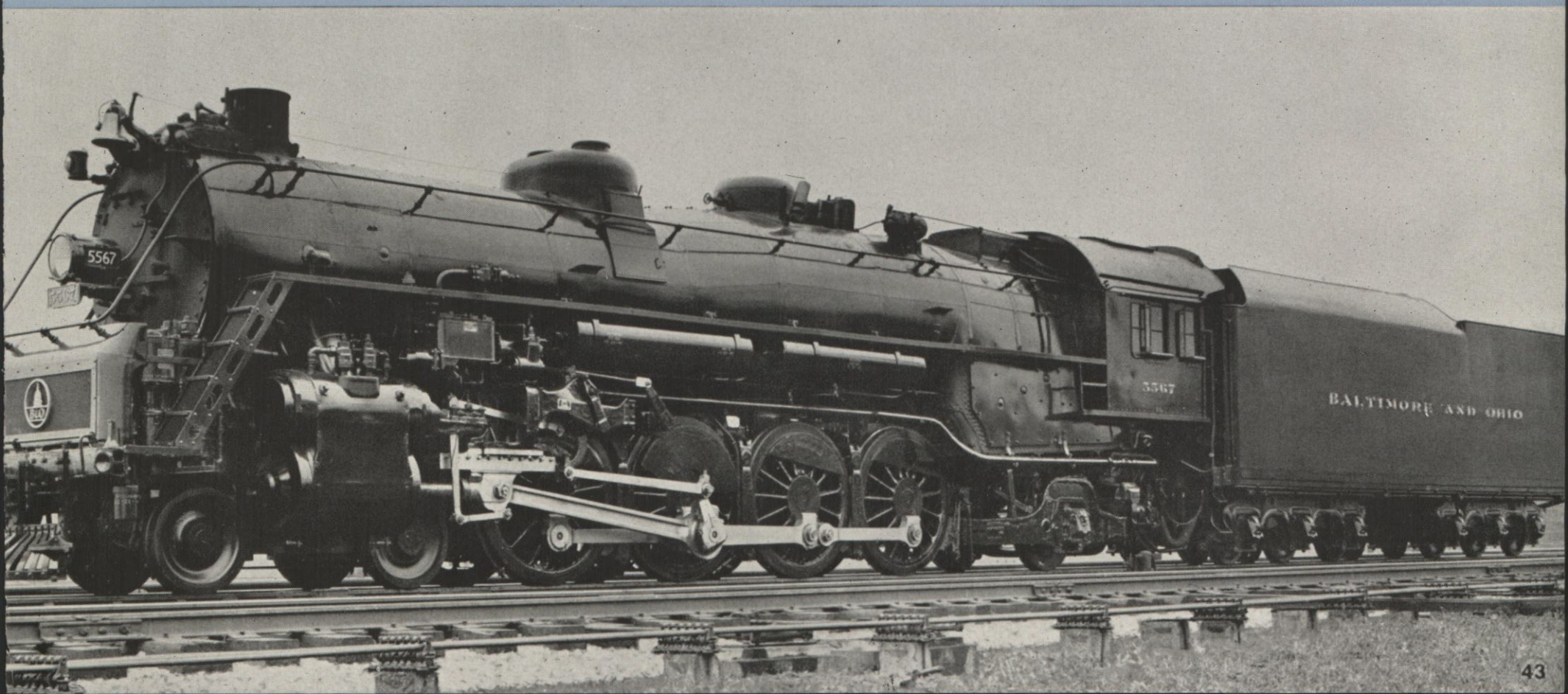

BALTIMORE AND OHIO
5308



The STRENGTH of the LION—From Mother Earth come the coal and water transmuted into power by these mighty freight locomotives... and modern passenger locomotive—each in its proper place speeding freight trains loaded with materials for manufacturers...commodities for consumers... and passenger trains hurrying to their destinations the soldier...the sailor...the businessman...and those others who make up today's essential travel.



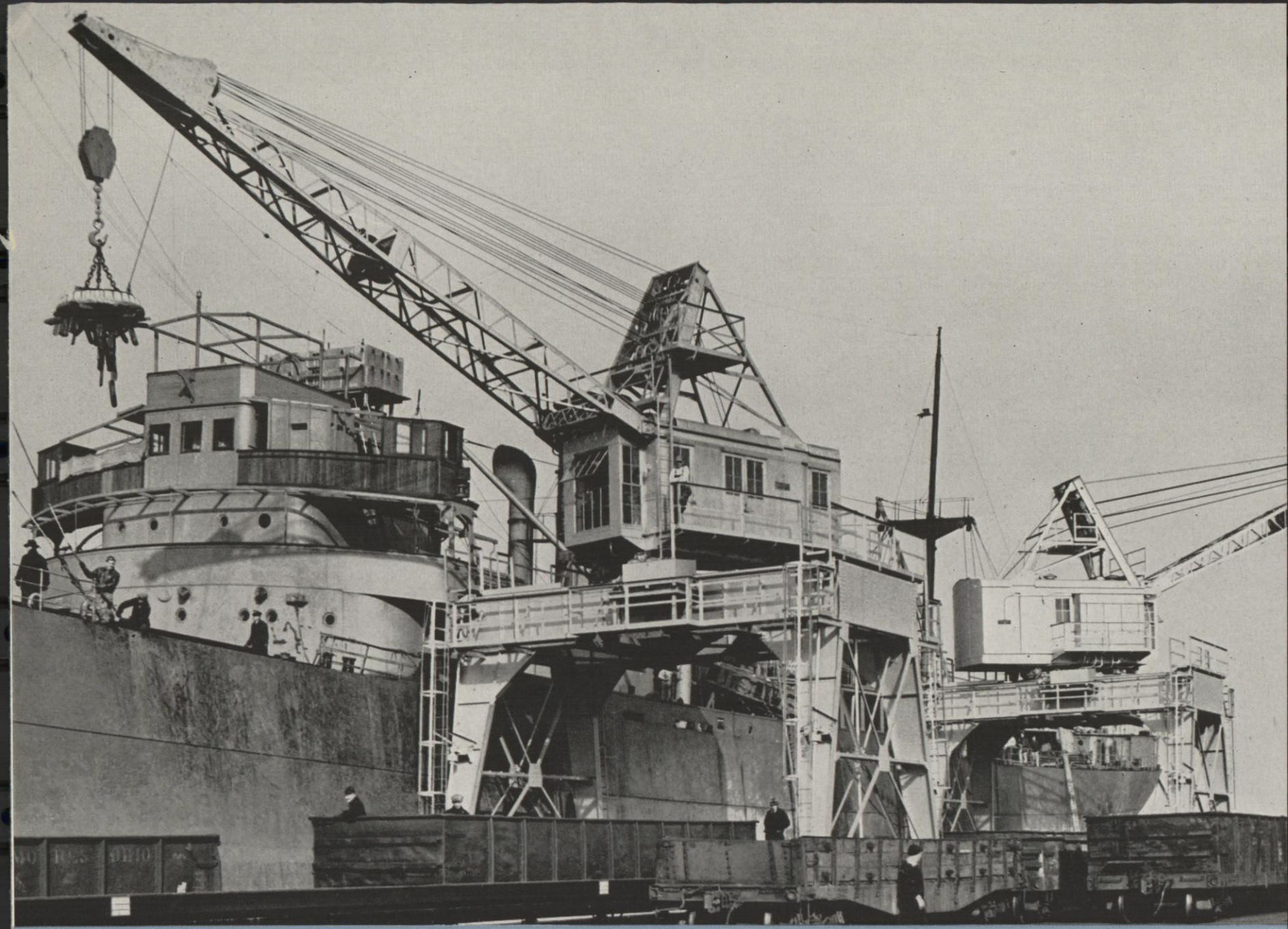
BALTIMORE & OHIO
RAILROAD

Locust Point Marine Terminal

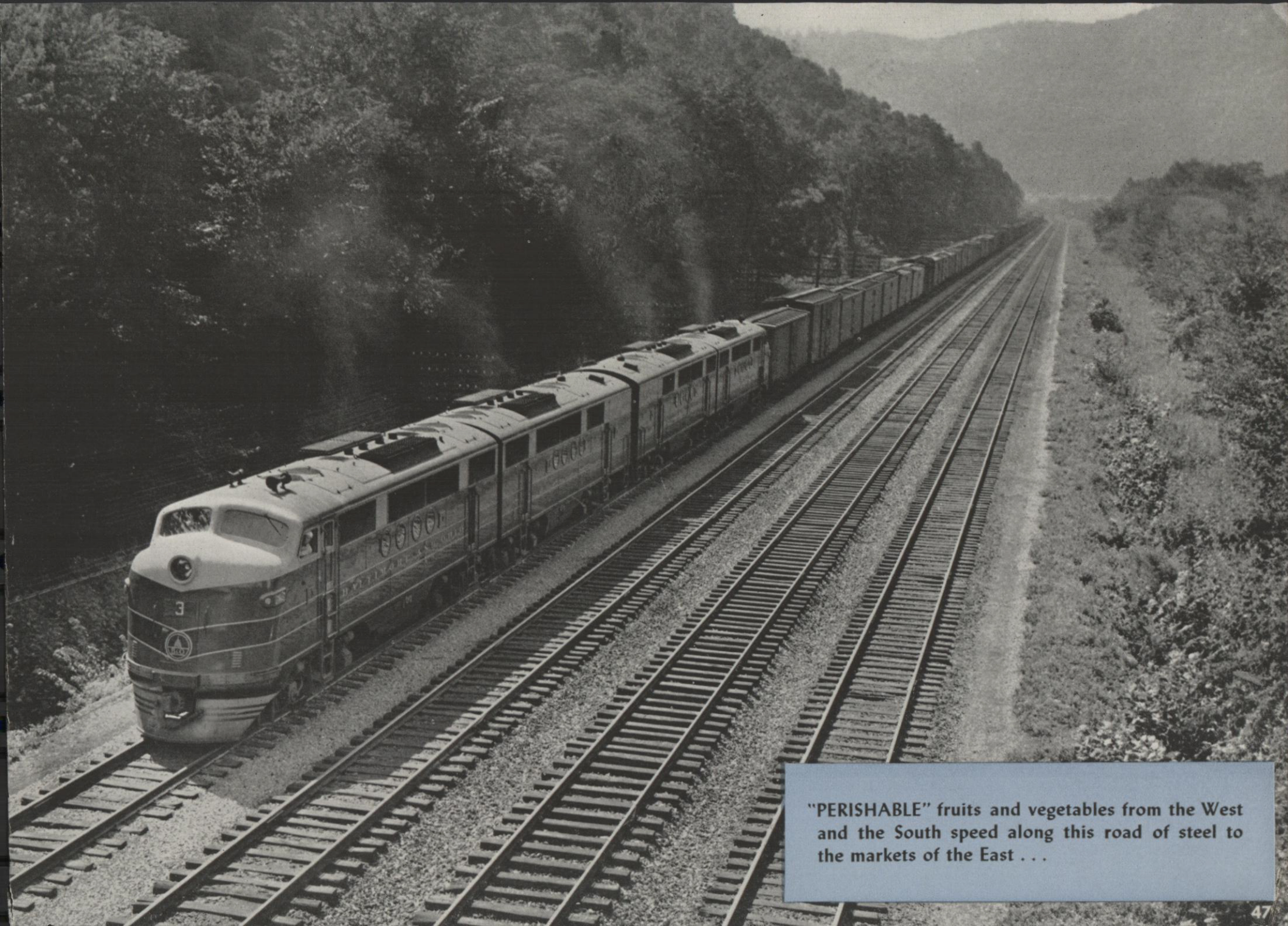
BALTIMORE, MARYLAND

5400-horsepower Diesel-electric freight locomotives move greater loads over longer distances with the STRENGTH and SPEED of a LION.

BALTIMORE AND OHIO RAILROAD



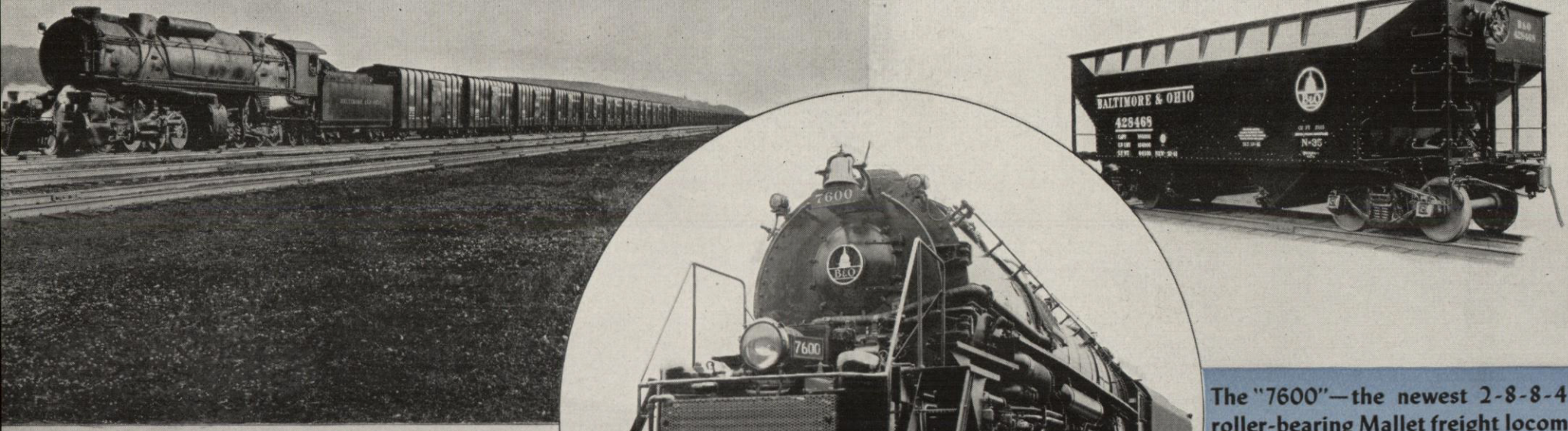
CLOSE-UP VIEW OF CRANES ON PIER 4 AT LOCUST POINT MARINE TERMINAL

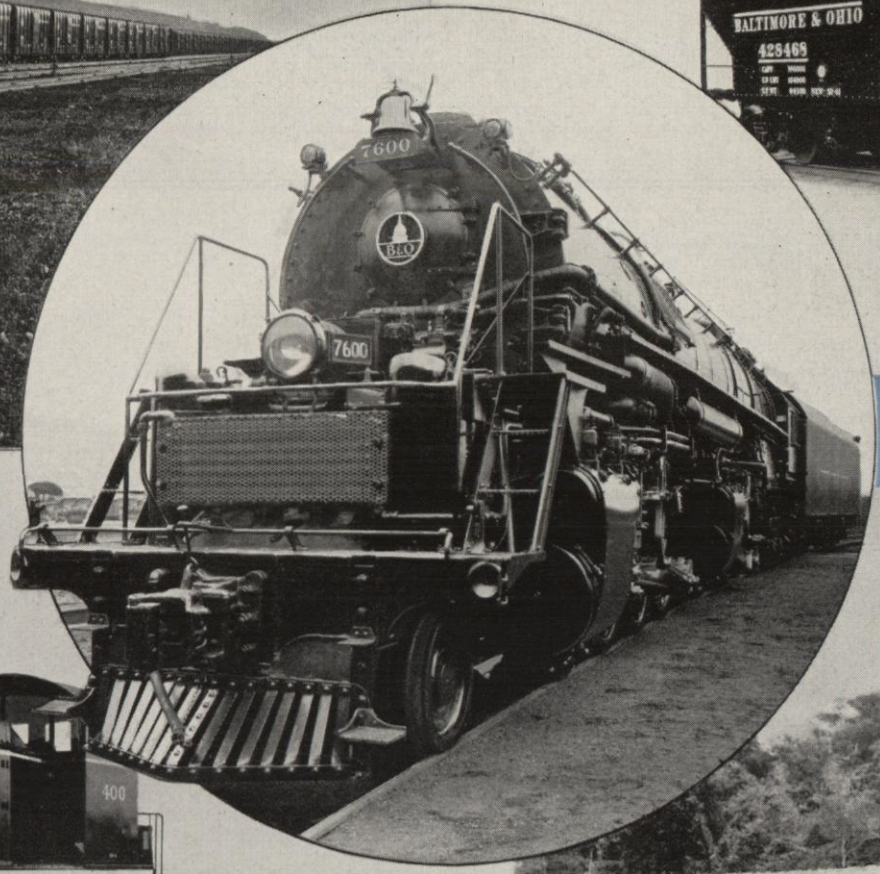


"PERISHABLE" fruits and vegetables from the West and the South speed along this road of steel to the markets of the East . . .

A string of wagon-type cars.

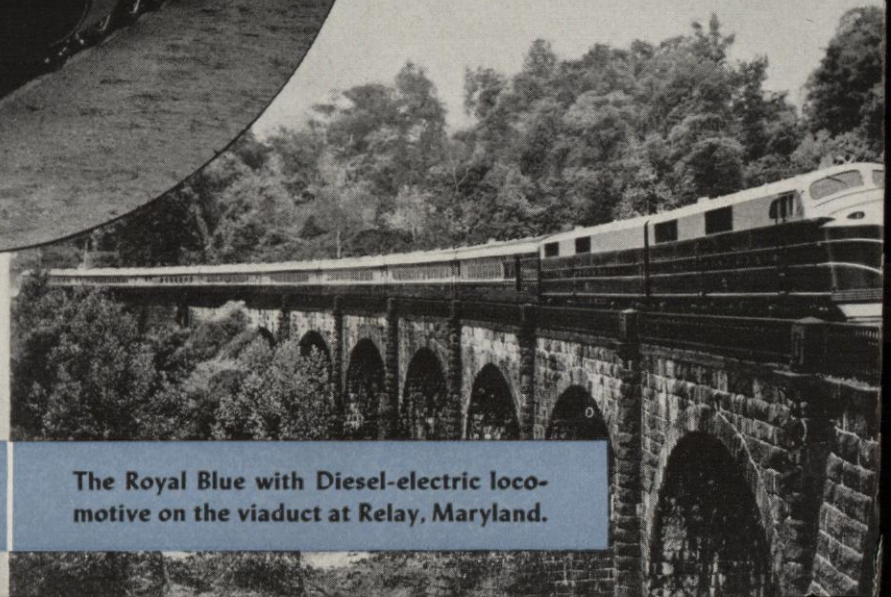
Modern B & O steel hopper car of 50-ton capacity.



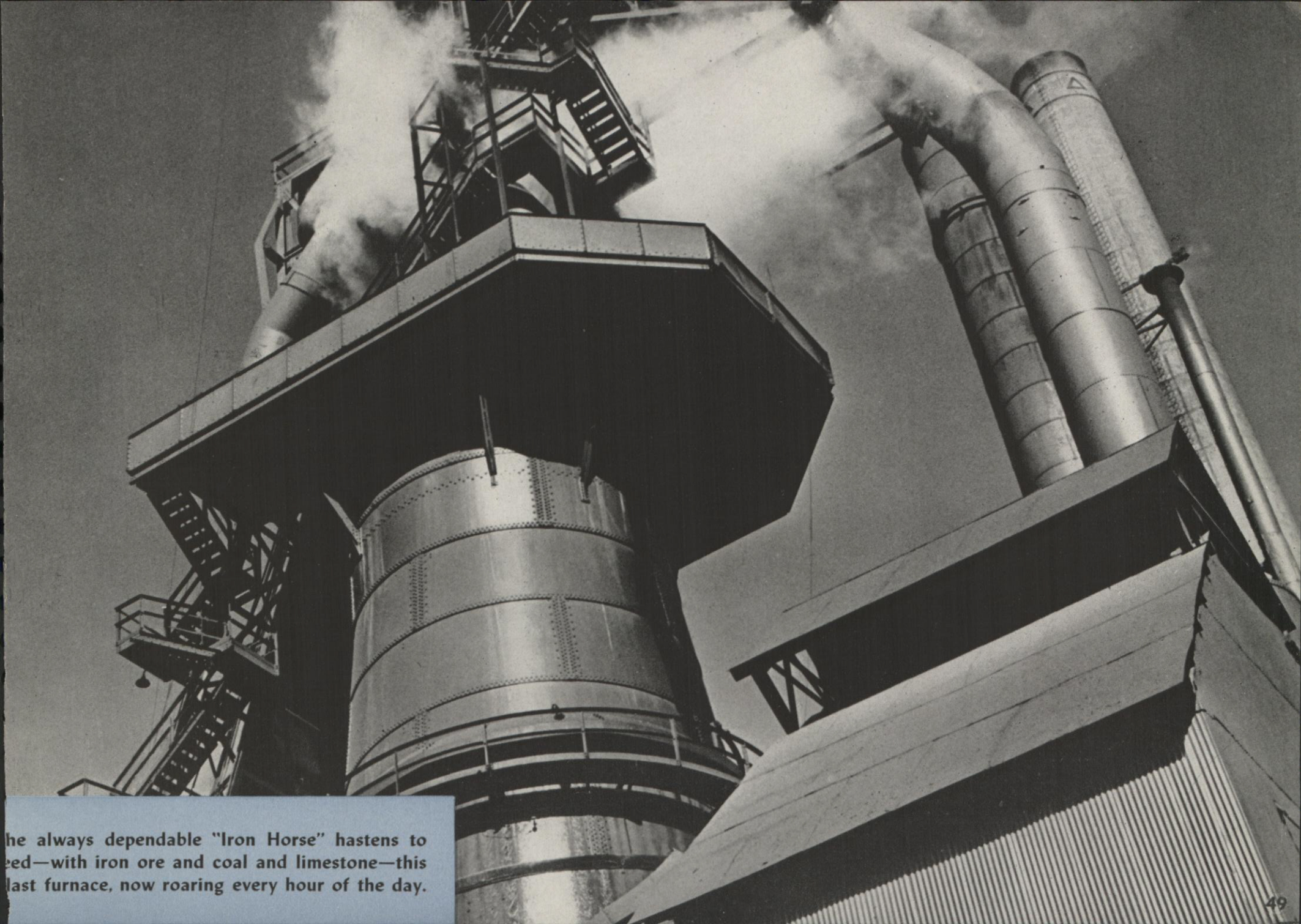


The "7600"—the newest 2-8-8-4-t
roller-bearing Mallet freight locomot

Diesel-electric switching locomotives insure adequate service when and where needed.

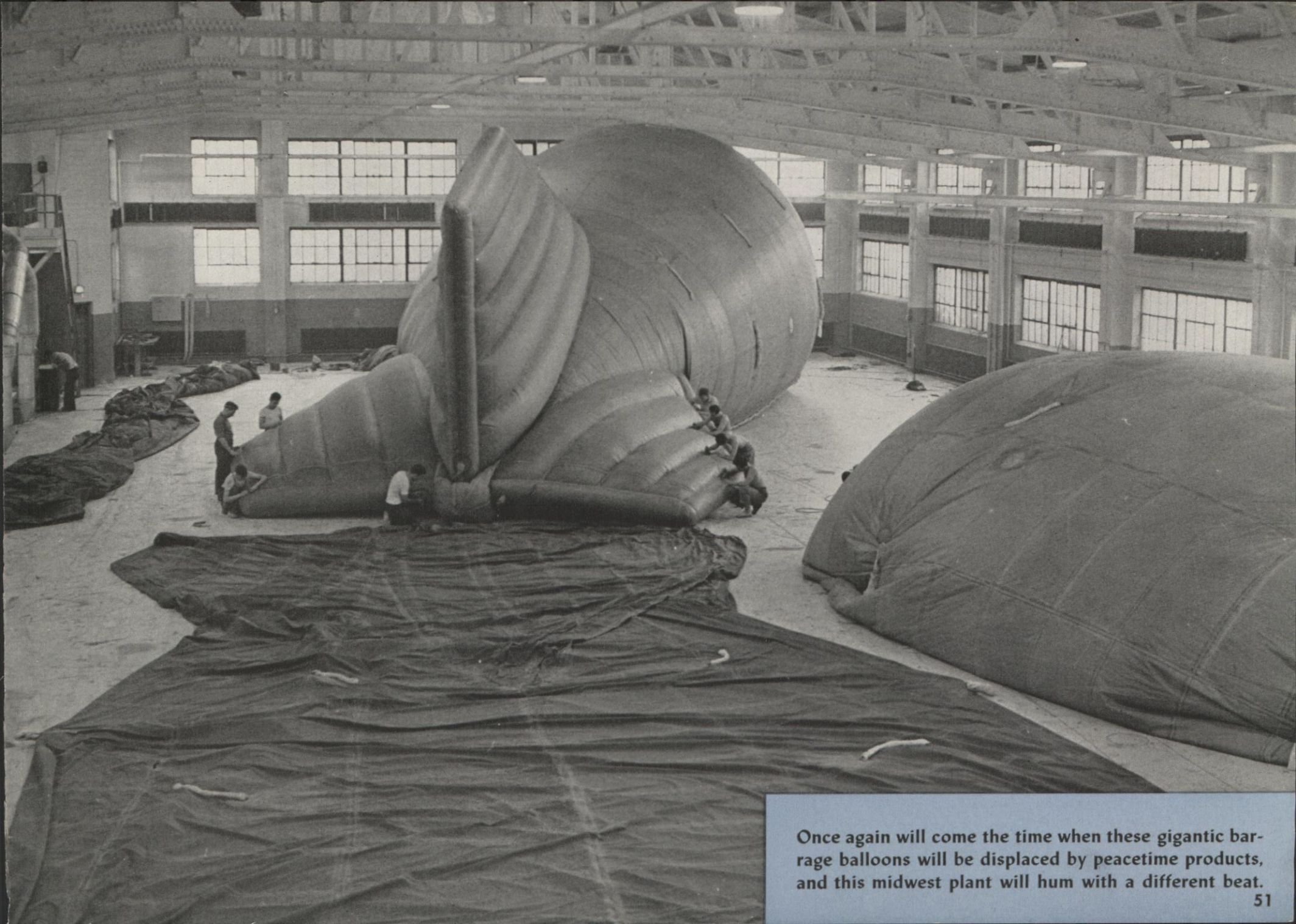


The Royal Blue with Diesel-electric locomotive on the viaduct at Relay, Maryland.



he always dependable "Iron Horse" hastens to
eed—with iron ore and coal and limestone—this
last furnace, now roaring every hour of the day.

From Maryland's rolling hills to the mountains of West Virginia these and other industries find they can depend on B & O for modern transportation need



Once again will come the time when these gigantic barrage balloons will be displaced by peacetime products, and this midwest plant will hum with a different beat.

THE IDEAL LOCATION FOR INDUSTRY

NO ONE territory or area or location can be considered ideal for **any** and **all types** of **industry.** Even plants in the same general group cannot be confined geographically. Highly specialized individual requirements demand separate studies, suited to the particular problem of the moment.

Many plants today are in present locations, or have formed a location pattern, without logical weighing of factors affecting the economics of industry; many are attributable to historic accident, or sentiment, or similar relatively unimportant considerations; today, were it possible to assemble all necessary raw materials, together with labor, power, markets and such transportation as is needed, within a localized, confined area, costs obviously would approach a minimum. Taking that rather improbable situation as an optimum condition, the industrial engineer works toward a goal . . . that of finding a spot where a fine balance may be struck between ALL interrelated factors.

Generally speaking, the geographic structure of industry derives basically from the location of natural resources, although historical and physical factors, and the nature of the terrain . . . the latter affecting transportation routes . . . all play their part. Rich as is the United States in natural resources, those which profitably can be worked are concentrated in a restricted area. Bituminous coal, for example, centers in West Virginia and Pennsylvania to such degree that, with less than one-tenth of the nation's gainfully employed, these States have half the labor forces engaged in mining. These factors, plus physical environment, exercise an important influence on the location of Industry, which mainly is concentrated in the area north and east of the Ohio and Mississippi Rivers.

The selection of a location for a manufacturing plant requires the careful evaluation of many interrelated factors. These vary; production and distribution problems require consideration of the source of materials, fuel and power; the need for skilled labor; prevailing wage levels, and the type and efficiency of labor; the availability of management personnel; the nature, location and extent of the market; and last, but for many reasons first in importance, transportation facilities, service and costs.

The continued development of transportation as geared to today's demands, plus technological progress generally, make possible the manufacture of the complex products required for the American way of life.

Many hundreds of sites in the "Heart of Industrial America" have been surveyed, analyzed and evaluated, and exact detailed information now is available . . . whether your requirement is for 10,000 square feet or 10,000 acres.

"Come blow your whistle with ours!"

THE COMMERCIAL DEVELOPMENT DEPARTMENT

In a general way there have been presented herein for your consideration the advantages of the strategic industrial territory served by the Baltimore & Ohio Railroad.

The executive responsible for new plant locations will require complete factual data; these we are prepared to furnish. As a basis for further study, several hundred sites, varying in size from a few thousand square feet to a few thousand acres, have been investigated and catalogued.

Long experience in working with Industry—some of whose plants are depicted on these pages—affords intelligent insight into all types of industrial location problems.

Our staff, experienced in engineering, traffic, and plant location, merits your confidence. Their task is: to weigh **your** problems in the light of their knowledge of the area served by B & O; thereafter, to prepare and present for your consideration studies and surveys for use in evaluating facts of interest to the particular industry, observing always the necessity for CONFIDENTIAL handling. Should investigation determine that the situation your industry requires cannot be approximated in the B & O area, it is to our interest, as to yours, to so indicate.

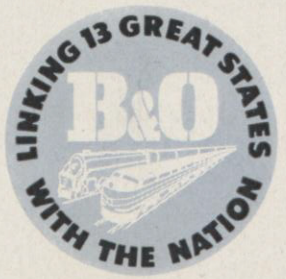
We suggest that your Company, like others among the nation's leading industries, may utilize profitably the facilities, knowledge and experience of the Commercial Development Department.

A Letter to the Manager

MR. GAYLE W. ARNOLD

at the following address, will bring quick, confidential action:

COMMERCIAL DEVELOPMENT DEPARTMENT
Baltimore & Ohio Railroad
1104 Baltimore & Ohio Central Building
Baltimore 1, Maryland



ADDENDUM

In any consideration of a nation-wide picture, resort should be had to authoritative sources. For the purposes of this presentation, the United States Department of Commerce, Bureau of the Census, Census of Manufactures — 1939; 16th Census of the United States, 1940; National Industrial Conference Board; and other similar sources, are the bases for comparisons made.

In the Census of Manufactures, portions of the United States, for comparative purposes, are grouped in 33 industrial areas, comprising one or more contiguous, industrially important counties, from which at least 40,000 wage earners were reported in the Manufactures Census of 1939. **In these 33 areas are assembled more than half the manufacturing activity of the United States.** The remainder is scattered among the tens of thousands of smaller communities. These 33 areas are used, for comparative purposes, as being the most reliable index of the more important manufacturing operations of the nation.

POPULATION — According to the United States Department of Commerce, Bureau of the Census, Statistical Abstract of the United States, 1942, about 131,669,000 persons comprise the population of continental United States . . .

45,307,000 — 34% — are 19 years of age and under;
51,258,000 — 39% — are 20 to 44;
26,084,000 — 20% — are 45 to 64;
9,020,000 — 7% — are 65 and over.

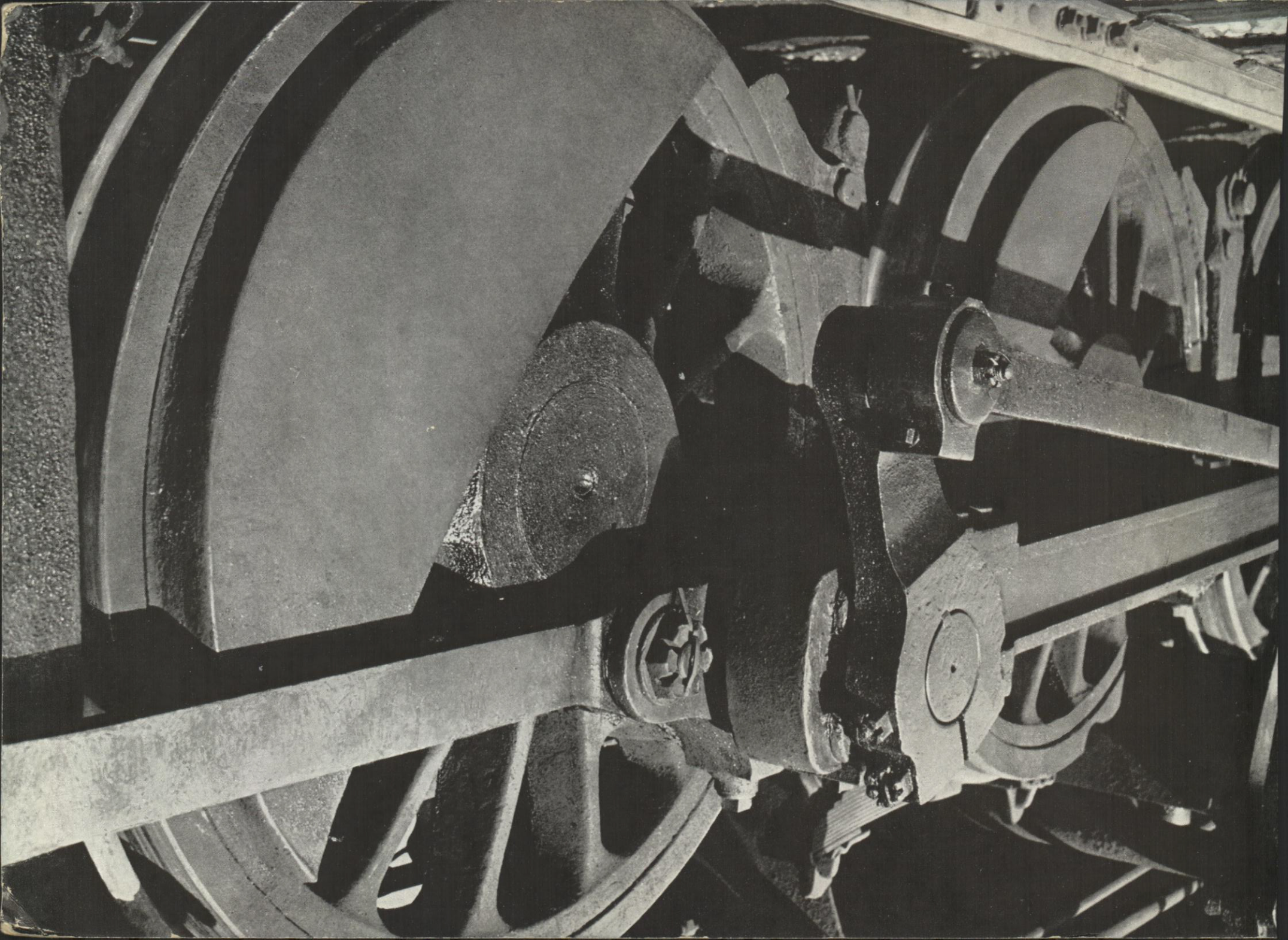
EMPLOYABLE PERSONNEL—With the multitudinous data available — all from "authoritative sources" — almost any comparative table can claim correctness . . . there are several schools of thought, for example, concerning employable personnel, and what is meant by the term "unemployed." The Department of Commerce presents as a basis for comparison (100%) the years 1923, 1924 and 1925. As elsewhere in this presentation, the pre-war year 1939 is used as most nearly comparable to the median period 1923-1925. With these explanatory statements, note that the personnel pool from which employees were drawn numbered about.....52,000,000; this was made up of 75% male — 39,000,000 — and 25% female — 13,000,000 . . . these were employed in:

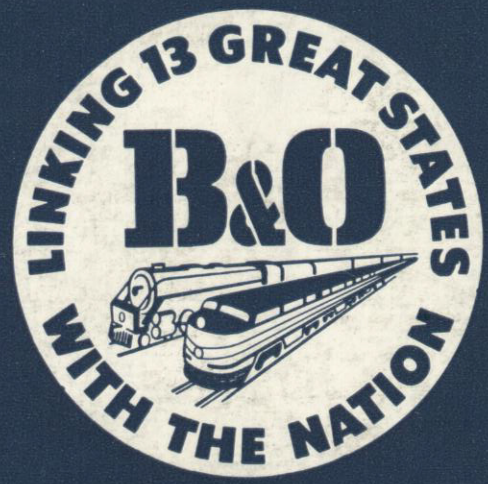
Manufacturing	9,900,000	23.5%
Agriculture, Forestry and Fishing	7,900,000	19.0%
Trade, Wholesale, Retail, Etc.	7,000,000	17.0%
Personal and Business Services	4,900,000	11.0%
Professional and Related Services	3,100,000	7.5%
Transportation, Communication and Public Utilities	2,900,000	7.0%
Construction	1,900,000	4.5%
Government	1,700,000	4.0%
Finance, Insurance and Real Estate	1,400,000	3.5%
Mining	800,000	2.0%
Not Specifically Classified	500,000	1.0%
Total	42,000,000	100.0%

Considering those more or less employed on public emergency work projects and other make-work devices, you may write your own ticket as to what figure represents the number of unemployed. For 1939 some claim 9,000,000; the Statistical Abstract of the United States presents a figure of about 6,800,000. None of these takes into account the millions now in the armed services of the United States.

Contemplating these data, one cannot escape the conclusion that, with the cessation of hostilities, the employer will have an ample personnel pool from which to select his operating force.

Acknowledgments: *For reasons of safety and security we shall not herein give specific credit to our many friends in industry who by their cooperation have enabled us to present these pictures of modern manufacturing. To them, to Rand, McNally & Co., and to the Office of War Information, our sincere appreciation.*




LINKING 13 GREAT STATES
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